



MGMT20133 *International Business, Strategy* *and Corporate Transformation*

Term 3 - 2022

Profile information current as at 30/04/2024 12:59 am

All details in this unit profile for MGMT20133 have been officially approved by CQUniversity and represent a learning partnership between the University and you (our student). The information will not be changed unless absolutely necessary and any change will be clearly indicated by an approved correction included in the profile.

General Information

Overview

Businesses are at the dawn of a fourth industrial revolution, propelled by frontier technologies and robotisation advances that make the product better, cheaper and faster than ever before. This new industrial revolution offers enormous opportunities for businesses to grow and gain sustainable development with potential benefits on a scale that is difficult to imagine. New technologies promise the possibilities of industrial upgrading and leapfrogging. Reconfiguration of world businesses environment, cheaper transportation and communication, coupled with more efficient logistics now help businesses to establish links to new global value chains. Strategic intuitiveness and the ability to quickly manage change is key to gain competitive positioning in the global context. As the capstone unit, you will integrate prior functional and interpersonal knowledge and skills acquired in previous units of the Master of Business Administration and examine international business practices and strategic management processes at an advanced level in different kinds of organisations. You will use your advanced level of knowledge and skills to analyse how organisations develop future business strategies which are influenced by domestic and international pressures. By considering the challenges facing contemporary businesses, you will examine how international business theories, strategic management concepts, frameworks and tools are used by business executives to develop a business plan and implement effective corporate transformation.

Details

Career Level: *Postgraduate*

Unit Level: *Level 9*

Credit Points: 6

Student Contribution Band: 10

Fraction of Full-Time Student Load: 0.125

Pre-requisites or Co-requisites

Prerequisite: A minimum of 36 credit points made up from four (4) specified core/compulsory MBA units and an additional 12 credit points MGMT20129 Managing People, Organisations and Context.MGMT 20130 Operations Management and Business AnalyticsACCT 20077 Accounting for Management Decision MakingECON 20039 Economics for Managersand 12 credit points (2 X 6 credit point units, either core or electives)

Important note: Students enrolled in a subsequent unit who failed their pre-requisite unit, should drop the subsequent unit before the census date or within 10 working days of Fail grade notification. Students who do not drop the unit in this timeframe cannot later drop the unit without academic and financial liability. See details in the [Assessment Policy and Procedure \(Higher Education Coursework\)](#).

Offerings For Term 3 - 2022

- Online

Attendance Requirements

All on-campus students are expected to attend scheduled classes – in some units, these classes are identified as a mandatory (pass/fail) component and attendance is compulsory. International students, on a student visa, must maintain a full time study load and meet both attendance and academic progress requirements in each study period (satisfactory attendance for International students is defined as maintaining at least an 80% attendance record).

Residential Schools

This unit has a Optional Residential School for distance mode students and the details are:

Click here to see your [Residential School Timetable](#).

Website

[This unit has a website, within the Moodle system, which is available two weeks before the start of term. It is important that you visit your Moodle site throughout the term. Please visit Moodle for more information.](#)

Class and Assessment Overview

Recommended Student Time Commitment

Each 6-credit Postgraduate unit at CQUniversity requires an overall time commitment of an average of 12.5 hours of study per week, making a total of 150 hours for the unit.

Class Timetable

[Regional Campuses](#)

Bundaberg, Cairns, Emerald, Gladstone, Mackay, Rockhampton, Townsville

[Metropolitan Campuses](#)

Adelaide, Brisbane, Melbourne, Perth, Sydney

Assessment Overview

1. **Group Work**

Weighting: 40%

2. **Report**

Weighting: 60%

Assessment Grading

This is a graded unit: your overall grade will be calculated from the marks or grades for each assessment task, based on the relative weightings shown in the table above. You must obtain an overall mark for the unit of at least 50%, or an overall grade of 'pass' in order to pass the unit. If any 'pass/fail' tasks are shown in the table above they must also be completed successfully ('pass' grade). You must also meet any minimum mark requirements specified for a particular assessment task, as detailed in the 'assessment task' section (note that in some instances, the minimum mark for a task may be greater than 50%). Consult the [University's Grades and Results Policy](#) for more details of interim results and final grades.

CQUniversity Policies

All University policies are available on the [CQUniversity Policy site](#).

You may wish to view these policies:

- Grades and Results Policy
- Assessment Policy and Procedure (Higher Education Coursework)
- Review of Grade Procedure
- Student Academic Integrity Policy and Procedure
- Monitoring Academic Progress (MAP) Policy and Procedure – Domestic Students
- Monitoring Academic Progress (MAP) Policy and Procedure – International Students
- Student Refund and Credit Balance Policy and Procedure
- Student Feedback – Compliments and Complaints Policy and Procedure
- Information and Communications Technology Acceptable Use Policy and Procedure

This list is not an exhaustive list of all University policies. The full list of University policies are available on the [CQUniversity Policy site](#).

Previous Student Feedback

Feedback, Recommendations and Responses

Every unit is reviewed for enhancement each year. At the most recent review, the following staff and student feedback items were identified and recommendations were made.

Feedback from Student feedback

Feedback

Students enjoyed this unit and always find the workshops and tutorials of great assistance. The case studies are very helpful in applying the theory towards a scenario as a practical activity. The only criticism I would have, is the timing during the work day. As many of us are working, being able to take time out to attend is difficult. Thank you again Quamrul for an excellent course.

Recommendation

Continue with the lecture and workshop model. As most students are part-time and work full-time, an evening class from 6-9 could be considered.

Feedback from Student feedback

Feedback

Students enjoyed the unit contents and the style of delivery.

Recommendation

New cases and recent articles should be used to encourage students to read and learn. As corporate scenarios are changing, contemporary issue-related videos, discussion papers, or reports by McKinsey, Australia Institute, World Economic Form etc., would be very useful.

Feedback from Unit Coordinator experience and observation

Feedback

Case study discussion at the workshops is very interactive and educational. Students share their practical country-specific and industry-specific experiences. Break-out rooms offer opportunities to discuss and share ideas. Case presentations can be arranged during workshops.

Recommendation

Group activities on contemporary international business and trade issues to facilitate robust discussion. Formation of groups during the workshops to debate on international business topics. This will give students an opportunity to conceptualise the theories and apply them in enhancing their critical thinking and analytical capability.

Unit Learning Outcomes

On successful completion of this unit, you will be able to:

1. Critically evaluate concepts and principles of international business, strategic management and corporate transformation
2. Analyse and integrate specialist knowledge pertinent to global business and economic complexity
3. Apply cognitive and technical skills to reflect on and synthesise complex problems and apply strategic frameworks to develop and implement business strategies
4. Communicate corporate strategy highlighting the effects of decisions on business performance
5. Demonstrate business acumen using appropriate strategic and transformative frameworks in a socially responsible manner.

N/A

Alignment of Learning Outcomes, Assessment and Graduate Attributes



Alignment of Assessment Tasks to Learning Outcomes

Assessment Tasks	Learning Outcomes				
	1	2	3	4	5
1 - Group Work - 40%	•	•	•	•	•
2 - Report - 60%	•	•	•	•	•

Alignment of Graduate Attributes to Learning Outcomes

Graduate Attributes	Learning Outcomes				
	1	2	3	4	5
1 - Knowledge	◦	◦	◦	◦	◦
2 - Communication	◦	◦		◦	◦
3 - Cognitive, technical and creative skills	◦	◦	◦	◦	◦
4 - Research	◦		◦	◦	◦
5 - Self-management		◦		◦	◦
6 - Ethical and Professional Responsibility	◦		◦	◦	◦
7 - Leadership		◦	◦		
8 - Aboriginal and Torres Strait Islander Cultures					

Textbooks and Resources

Textbooks

MGMT20133

Prescribed

Crafting & Executing Strategy: Concept and Cases

Edition: 23rd (2022)

Authors: Thompson, Peteraf, Gamble & Strickland

McGraw Hill

New York, USA

ISBN: 978-1-265-02824-4

Binding: Paperback

[View textbooks at the CQUniversity Bookshop](#)

IT Resources

You will need access to the following IT resources:

- CQUniversity Student Email
- Internet
- Unit Website (Moodle)

Referencing Style

All submissions for this unit must use the referencing style: [American Psychological Association 7th Edition \(APA 7th edition\)](#)

For further information, see the Assessment Tasks.

Teaching Contacts

Quamrul Alam Unit Coordinator

q.alam@cqu.edu.au

Masud Isa Unit Coordinator

m.isa@cqu.edu.au

Schedule

Week 1: Introduction to International Business Strategy and Corporate Transformation - 07 Nov 2022

Module/Topic	Chapter	Events and Submissions/Topic
--------------	---------	------------------------------

Globalisation and Changing Political, Social, Environmental, Economic, and Business Landscape.

- Globalisation and its Discontents
- Current Debates on the Global Business Environment
- Challenges and Opportunities for International Businesses.

Prescribed Text

Thompson, A.A., Peteraf, M.A., Gamble, J.E. and Strickland, A.J. (2022). *Crafting and Executing Strategy- Concepts and Cases*, 22nd Edition, McGraw Hill Education, New York. Chapters 1 & 2.

Extra Readings

Hill, C. (2020), *International Business - Competing in the Global Market Place*, 13th Edition, Chapter 1.

McKinsey & Company (2021), *Organizing for the future: Nine keys to becoming a future-ready company*, January.

The Moodle site contains key documents relating to each week's tasks and readings. for independent study,

In week one, we will discuss the shifts in the international business management environment and the emerging approaches and trends. Moreover, we will also discuss the post-COVID-19 complexities of the business environment, the nature of global competition, and factors that influence the international business strategic decision-making process. Please note: In week two, you are supposed to form groups for a case study discussion and presentation.

Selected cases will be posted/referred to the Moodle site for your information.

You need to be a member of a group and select a case for group work. When contacting any member of the teaching team, please ensure the following:

1. Use your CQU student email address.
2. Include a subject line, which contains the unit code (MGMT20133).
3. Clearly state your name and student ID in the email.
4. Make sure you professionally write your email.

Week 2: External Macro-economic Factors and International Business Environment - 14 Nov 2022

Module/Topic	Chapter	Events and Submissions/Topic
<p>External Environmental Factors and Their Impact on Corporate Transformation.</p> <ul style="list-style-type: none"> • Six Components of the Macro-environment • Strategic Framework for Assessing the Process of Corporate Transformation • Tools and Models to Assess the Nature of Competition in a Particular Industry and Country. • Drivers of Change and Strategic Group Mapping • SOAR Framework for Competitor Analysis. 	<p>Prescribed text Thompson, A.A., Peteraf, M.A., Gamble, J.E. and Strickland, A.J. (2022). <i>Crafting and Executing Strategy- Concepts and Cases</i>, 22nd Edition, McGraw Hill Education, New York. Chapter 3.</p> <p>Extra readings Hill, C. (2020), <i>International Business - Competing in the Global Market Place</i>, 13th Edition, Chapters 2, 3, & 4. McKinsey & Company (2020), <i>Organizing for the Future: Why now?</i> June. Executive Summary of the World Investment Report, 2021.</p>	<p>In week two, we will discuss the macroenvironmental factors affecting corporate transformation, the nature of competition and the key challenges businesses are confronting. Students should be able to recognise the factors in a company's broad macroenvironment that may have strategic significance and identify analytic tools to diagnose the competitive conditions in an industry. and map the opportunities and threats for growth and profitability. Case for the workshop. Alam and Grose (2022), <i>Australia Post: a successful government business enterprise</i>, in Alam, Q. and Grose, R. (eds.) <i>Regional Businesses in a Changing Global Economy</i>, Routledge, London. pp. 92-113 (to be posted on the Moodle site). Please Note: Questions for class discussion in week 2, will be posted on the Moodle site in week 1.</p>

Week 3: Evaluating a Company's Resources, Capabilities, and Competitiveness - 21 Nov 2022

Module/Topic	Chapter	Events and Submissions/Topic

Evaluating a Company's Resources, Capabilities, and Competitiveness.

- What to look for assessing a company's capabilities and competencies
- The steps involved in a SWOT analysis
- Dynamic capability
- The value chain system

Prescribed text

Thompson, A.A., Peteraf, M.A., Gamble, J.E. and Strickland, A.J. (2022). *Crafting and Executing Strategy- Concepts and Cases*, 22nd Edition, McGraw Hill Education, New York. Chapter 4.

Extra readings

Hill, C (2020), *International Business - Competing in the Global Market Place*, 13th Edition, Chapters 5 & 6.

In week 3, we will discuss issues and concepts relating to company resources and competencies. Strategy tools will be discussed to learn how to assess the company's strengths, weaknesses, threats, and opportunities.

All students are required to read the case, *Bunnings- continuous development of a successful formula* (posted on the Moodle site) *Developing core resources and capabilities at Marks and Spencer* (posted on the Moodle site).

Week 4: International Business Theories and Corporate Strategic Planning for Competing in the International Markets, Part A - 28 Nov 2022

Module/Topic	Chapter	Events and Submissions/Topic
<p>International Business Theories:</p> <ul style="list-style-type: none"> • Product life-cycle Theory • Theory of National Competitiveness (Diamond Model) • The Electric Paradigm (OLI Model) 	<p>Prescribed readings</p> <p>Peng, M. (2017), <i>Global Business</i>, 4th edition, Cengage Learning, Chapter 5 (Trading Internationally).</p> <p>Raymond Vernon's Product Life Cycle Theory (to be posted on the Moodle site).</p> <p>Michael Porter's Diamond Model: Why Some Nations Are Competitive And Others Are Not. (article to be posted on the Moodle site)</p> <p>Dunning, J. (2001), The Eclectic (OLI) Paradigm of International Production: Past, Present and Future, <i>International Journal of the Economics of Business</i>, 8:2, 173-190, DOI: 10.1080/13571510110051441.</p>	<p>In week 4, we will discuss three major theories of international business. In the workshop, two cases will be discussed to understand various features of strategies pursued by companies. You are required to read the following two cases for discussion, prior to the workshop/tutorial:</p> <ol style="list-style-type: none"> 1. Alam Q. & Chowdhury, M. (2016), Virgin Australia, in <i>Global Positioning: Sustainability and Value Co-creation</i>, TILDE University Press, Melbourne, pp. 257-272. 2. Google's country experiences: France, Germany, and Japan (International Management: Managing across borders, Case 5, PP 200-204). To be posted on Moodle.

Vacation Week - 05 Dec 2022

Module/Topic	Chapter	Events and Submissions/Topic
No classes will be held during this week.	No classes will be held during this week.	No classes will be held during this week.

Week 5: International Business Theories and Corporate Strategic Planning for Competing in the International Markets, Part B - 12 Dec 2022

Module/Topic	Chapter	Events and Submissions/Topic
<p>International Business Theories and Corporate Strategies in a Constantly Changing Business Environment.</p> <ul style="list-style-type: none"> • Stakeholder Theory • Path-dependency Theory • Born Global Theory 	<p>Prescribed readings</p> <p>Hill, C. (2020), <i>International Business - Competing in the Global Market Place</i>, 13th Edition, Chapter 12.</p> <p>Narula, R. and Dunning, J.H. (2009), <i>Multinational enterprises, development and globalisation: Some clarifications and a research agenda</i>, United Nations University.UNU-MERIT Working Papers ISSN 1871-9872.</p> <p>Parmar, B., Freeman, E., Harrison, J., Wicks, Purnell, L. & Simone de Colle (2010), Stakeholder Theory: The State of the Art, <i>The Academy of Management Annals</i>, 4(1), pp. 403-445.</p> <p>Friedman, L, A. and Milles, S. (2002) Developing Stakeholder Theory, <i>Journal of Management Studies</i> 39:1 January, pp.0022-2380</p>	<p>In week 5, we will discuss international business theories, and explain how and why companies pursue business expansion strategies for different markets.</p> <p>The principal features of the following theories will be discussed.</p> <p>Cases for the workshop:</p> <p>Illustration Capsule 7.2 Four Seasons Hotels: Local Character, Global Service in Thompson et al., 2022, p. 206.</p> <p>Case: Lenovo (posted on the Moodle site).</p>

Week 6: Generic Business Strategies - 19 Dec 2022

Module/Topic	Chapter	Events and Submissions/Topic
Generic business strategies <ul style="list-style-type: none"> • Low-cost Strategy • Differentiation Strategy • Niche Strategy • Best-cost Strategy 	Thompson, A.A., Peteraf, M.A., Gamble, J.E. and Strickland, A.J. (2022). <i>Crafting and Executing Strategy- Concepts and Cases</i> , 22nd Edition, McGraw Hill Education, New York. Chapter 5. Hanson, Hitt, Ireland, and Hoskisson (2014) <i>Strategic Management: Competitiveness and Globalisation</i> , Chapter 4.	Each group is required to work together on a case and prepare a report based on some questions. Each group member is required to present a defined task (question) in class/online. The group is required to submit a group report on the assessment submission link on the due date. All group members must allocate tasks and work collaboratively to make quality presentations. and prepare a report for submission. Questions on cases will be posted on the Assessment 1 link on the Moodle site. Groups are required to select a business case from a list recommended by the Unit Coordinator. Groups are required to get prior approval from the Unit Coordinator on their chosen business cases. Each group member will make a 10 minutes presentation followed by Q&A during the workshop/tutorial. The Unit Coordinator will moderate the presentation session and provide feedback on each presentation.
<p>Individual Presentation on a Business Case and a Group Written Report Due: Week 6 Thursday (22 Dec 2022) 11:45 pm AEST</p>		

Vacation Week - 26 Dec 2022

Module/Topic	Chapter	Events and Submissions/Topic
No classes will be held during this week.	No classes will be held during this week.	No classes will be held during this week.

Week 7: Strategies for Competing in the International Markets - 02 Jan 2023

Module/Topic	Chapter	Events and Submissions/Topic
International Strategy: <ul style="list-style-type: none"> • Global • International • Multi-domestic • Modes of Market Entry into Foreign Markets • Competing in The Developing Country Markets 	Prescribed Text Thompson, A.A., Peteraf, M.A., Gamble, J.E. and Strickland, A.J. (2022). <i>Crafting and Executing Strategy- Concepts and Cases</i> , 22nd Edition, McGraw Hill Education, New York. Chapter 7. Extra readings: Hill, C (2020), <i>International Business - Competing in the Global Market Place</i> , 13th Edition, Chapters 13, 14, 7 15. UNCTAD (2021) <i>World Investment Report 2021</i> (Executive Summary). World Economic Forum (2022), <i>Global Risks Report 2022</i> .	Discussion to monitor global and regional investment trends and national and international policy developments. Identify and discuss the recent investment trends and market attractiveness. Discussion on various market entry modes. Cases for the workshop: Illustration Capsule 7.1 Walgreens Boots Alliance, Inc: Entering Foreign Markets Via Alliance Followed by Merger, in Thompson, et al. (2022), p 200. Illustration Capsule 7.2 Four Seasons Hotels: Local character, global service in Thompson, et al. (2022), p 206.,

Week 8: Corporate Strategy - Diversification and the Multibusiness Company - 09 Jan 2023

Module/Topic	Chapter	Events and Submissions/Topic
--------------	---------	------------------------------

Corporate Strategies

- Integration Strategy
- Diversification Strategy
- Start-up Strategy
- BCG Matrix
- A Nine-Cell Industry Attractiveness Matrix

Prescribed Text

Thompson, A.A., Peteraf, M.A., Gamble, J.E. and Strickland, A.J. (2022). *Crafting and Executing Strategy- Concepts and Cases*, 22nd Edition, McGraw Hill Education, New York. Chapter 8.

Extra reading

Hill, C. (2020), *International Business - Competing in the Global Market Place*, 13th Edition, Chapters 7 & 8.

The case for workshop discussion.

Alam, Q. and Chowdhury, M. (2016), 'Zara: The Jewel of Inditex's crown' in Alam, Q. and Chowdhury, M.(eds.) *Global Repositioning: Sustainability and Value Co-creation*, TILDE University Press, Melbourne.(posted on the Unit Moodle site).

Make sure you read the chapter and the case to understand the main features of the diversification strategy, factors that companies consider for diversification, and the main value creation activities.

Week 9: How to Build Organisational Capability to Execute Corporate Strategy - 16 Jan 2023

Module/Topic	Chapter	Events and Submissions/Topic
How to Build Organisational Resources and Capabilities to Execute Corporate Strategies. <ul style="list-style-type: none">• Framework for Executing Strategy• Principle Components of Strategy Execution• Staffing, and Retention of Skilled People• Leadership and Team Building• Culture and Value Chain	<p>Prescribed Text Thompson, A.A. Peteraf, M.A; Gamble, J..E and Strickland, A.J. (2022). <i>Crafting and Executing Strategy- Concepts and Cases</i>, 22nd Edition, McGraw Hill Education, New York. Chapter 10.</p> <p>Extra readings Ghemawat, P. (2018) <i>Redefining Global Strategy</i>, Harvard Business Review Press (Available on the Unit Moodle site).Chapters 2 & 4. Ghemawat, P. (2005), <i>Regional Strategies for Global Leadership</i>, <i>Harvard Business Review</i>, December 2005.</p> <p>Mckinsey Report (2022), <i>Economic conditions outlook, June 2022.</i></p>	<p>Students are required to read Chapters 2 & 7, of Pankaj Ghemawat (2018) <i>Redefining Global Strategy</i>, Harvard Business Review Press (Available on the Unit Moodle site). Case for the workshop: Alam, Q, and Grose, R (2022), Harvey Norman- A competitive business model, in <i>Regional Businesses in a Changing Global Economy</i>, Routledge, London, pp. 133-147.</p>

Week 10: Managing Internal Operations to Promote Good Strategy Execution - 23 Jan 2023

Module/Topic	Chapter	Events and Submissions/Topic
--------------	---------	------------------------------

- Managing Internal Organisational Activities for Corporate Strategy Implementation.
- Resource Management.
 - Process Management.
 - Information Systems Management.
 - Supply Chain Management

Prescribed Text

Thompson, A.A., Peteraf, M.A., Gamble, J.E. and Strickland, A.J. (2022). *Crafting and Executing Strategy- Concepts and Cases*, 22nd Edition, McGraw Hill Education, New York. Chapter 11.

Extra reading

Hill, C. (2020), *International Business -Competing in the Global Market Place*, 13th Edition, Chapters 16 & 17.

McKinsey (2022), *Overcoming Global Supply Chain Challenges*, April 28.

Overcoming global supply chain challenges

April 28, 2022 | Video

Discussion on Assignment 2 (Strategic Business Plan): How to write a strategic Business plan.
Cases for the workshop: IKEA's International Marketing Strategy in China.
Illustration Capsule 11.3: Nucor Corporation: Tying Incentives Directly to Strategy Execution, in Thompson et al. (2022), p. 347.

Week 11: Ethics, Corporate Social Responsibility, Environmental Sustainability, and Strategy - 30 Jan 2023

Module/Topic	Chapter	Events and Submissions/Topic
Ethics, Corporate Social Responsibility, and Business Strategies in the 21st-Century. <ul style="list-style-type: none"> • The School of Ethical Universalism • The School of Ethical Relativism • Ethics and Integrative Social Contract Theory • Strategy and Corporate Social Responsibility • The Three Bottom Line : Three Measures of Company Performance 	Prescribed Text Thompson, A.A., Peteraf, M.A., Gamble, J.E. and Strickland, A.J. (2022). <i>Crafting and Executing Strategy- Concepts and Cases</i> , 22nd Edition, McGraw Hill Education, New York. Chapter 9. Extra readings Hill, C. (2020), <i>International Business -Competing in the Global Market Place</i> , 13th Edition, Chapter 5. McKinsey & Company (2020), <i>From there to here: 50 years of thinking on the social responsibility of business</i> , September.	Cases for the workshop: Case: Ethical Violation at Uber and their Consequences, Illustration Capsule 9.1, in Thompson et al (2022), p, 274. Case: Unilever's Focus on Sustainability, Illustration Capsule 9.4, in Thompson et al.. (2022), p. 288.

Week 12: Corporate Transformation in a New Global Economic Order - 06 Feb 2023

Module/Topic	Chapter	Events and Submissions/Topic
<ul style="list-style-type: none"> • Reconfiguration of Business Strategies in the Post-COVID-19 World Economy, • Shifts in International Trade and Investment Policies • War in Ukraine and its impact on the global economy • The New Economic Geography and International Trade and Investment Environment. 	World Economic Forum Reports 2022. Global Alliance and International Trade. UNCTAD (2021), World Investment Report 2021.	Discuss the recent changes in the international business environment in the post -European war environment. The disruption in the global value chain, nature of foreign direct investment trends, and emerging trade disputes in various parts of the world.

Exam Week - - 13 Feb 2023

Module/Topic	Chapter	Events and Submissions/Topic
		A STRATEGIC BUSINESS PLAN FOR THE BOARD OF DIRECTORS OF A COMPANY Due: Exam Week Friday (17 Feb 2023) 11:45 pm AEST

Assessment Tasks

1 Individual Presentation on a Business Case and a Group Written Report

Assessment Type

Group Work

Task Description

Students are required to form groups consisting of 3-4 members. Each group will be given an existing business case to study. Each group needs to conduct a macro and micro business environment analysis, do research to collect the latest information on that company's business strategy, and market position and list the core competencies by using the five forces model, value chain analysis, and competitors' analysis. Each group member will have to make an individual presentation. The group members will allocate tasks to each member of the group. The total time for the presentation of a member of a group is 10 minutes. Each group is required to write a short group report and submit it on the due date.

As aspiring business managers, your task and role need to reflect your understanding, ownership, and leadership.

Weighting 40% weighting of the overall grade.

Individual presentation - 10 minutes (20 marks)

Written group report - (20 marks)

Group report - 1500 words maximum (excluding preliminaries, references, appendices, and tables/diagrams) - (20 marks)

Groups are required to submit the presentation slides along with the written report.

Assessment Due Date

Week 6 Thursday (22 Dec 2022) 11:45 pm AEST

Presentation in the workshop. Presentation slides need to be sent to the unit coordinator before the presentation. Report and slides need to be submitted via Moodle by Thursday

Return Date to Students

Week 8 Friday (13 Jan 2023)

Feedback on group report and presentation will be provided on Feedback studio

Weighting

40%

Assessment Criteria

The students are required to conduct macroeconomic and industry analysis using strategic management concepts, theories, and tools. The students need to demonstrate their competency to analyse, evaluate and discuss theoretical concepts and principles of international business strategy and management as professionals. In their presentation and written assignment, the students should be able to articulate their arguments and clearly communicate their understanding of the complex nature of global business and economics. The students should demonstrate that they are able to interpret strategy and the effects of decisions on business performance. The students should be able to identify the product features and marketing strategies and assess the challenges.

Assessment criteria

1. Introduction (A brief history of the case/ organisation, its products and competitors (10%).
2. A macro and micro business environment analysis identifying the competitive position of the company (20%).
3. Identification of the core competencies and capabilities by using the SWOT matrix, value chain analysis, and competitors' analysis (20%).
4. Critical analysis of the present strategies (20%)
5. Structure of presentation and report (10%)
6. Presentation style/communication (10%)
7. A full list of at least 15 references used in alphabetical order(10%).

As Master's students, you are required to engage in research consistent with the Australia Quality Framework (AQF) guidelines, that establish the standards for all CQUniversity's Masters courses. Two specific requirements need to be considered: 1. Students need to demonstrate "a body of knowledge that includes the understanding of recent developments in a discipline and/or area of professional practice", and 2. Students must demonstrate "knowledge of research principles and methods applicable to a field of work and/or learning". Each Master's unit has a number of required readings in terms of academic texts, journals, and business publications that represent the appropriate body of knowledge and recent developments referred to by the AQF. In order to demonstrate the ability to engage in appropriate research, students should read and utilise these texts and journals, and publications.

As post-graduate students, you are expected to research beyond this minimum standard through additional texts, journals, and studies to demonstrate an ability to engage in independent research. Your attention is also drawn to the University's stated position on plagiarism. THE WORK OF OTHERS, WHICH ARE INCLUDED IN THE ASSIGNMENT MUST BE

ATTRIBUTED TO ITS SOURCE (a full list of references must be submitted as part of the assessment).

Referencing Style

- [American Psychological Association 7th Edition \(APA 7th edition\)](#)

Submission

Online Group

Submission Instructions

Please save and upload your file in a Word document via the assessment link on Moodle site

Learning Outcomes Assessed

- Critically evaluate concepts and principles of international business, strategic management and corporate transformation
- Analyse and integrate specialist knowledge pertinent to global business and economic complexity
- Apply cognitive and technical skills to reflect on and synthesise complex problems and apply strategic frameworks to develop and implement business strategies
- Communicate corporate strategy highlighting the effects of decisions on business performance
- Demonstrate business acumen using appropriate strategic and transformative frameworks in a socially responsible manner.

2 A STRATEGIC BUSINESS PLAN FOR THE BOARD OF DIRECTORS OF A COMPANY

Assessment Type

Report

Task Description

Each student is required to write a strategic business plan for the board of directors of a company. This is an individual assignment.

Each student should write a business plan for an existing business to expand in a foreign market addressing the recent domestic and international business environment.

Please note: you are supposed to choose a business case by yourself. Prior permission from your Unit Coordinator is required.

Make sure you have access to the company's website and business reports for collecting relevant information. You are required to include the following points in your business report. This is important as each section of your report will be marked according to the weight (marks) assigned to that specific section (see marking rubric).

Weighting: 60% weighting of the overall grade

Word limit: 2500 words maximum (excluding preliminaries, references, appendices, tables, and diagrams).

Penalties apply for exceeding the word limit in the written part (1% mark will be deducted from the total mark for Assessment 2 for every 100 words over the allowed 2500 word limit).

Please read the detailed assessment guideline and marking rubric available on the unit's Moodle page before commencing work on the assessment.

Please note that you are required to use at least 15 quality references (Academic texts, journal articles, reports, books, etc.). As Masters's students, you are expected to research beyond this minimum standard through additional texts, journals, and studies to demonstrate an ability to engage in independent research. Your attention is also drawn to the University's stated position on plagiarism. THE WORK OF OTHERS, WHICH ARE INCLUDED IN THE ASSIGNMENT MUST BE ATTRIBUTED TO ITS SOURCE (a full list of references must be submitted as part of the assessment).

Referencing Style

American Psychological Association 7th Edition (APA 7th edition).

Assessment Due Date

Exam Week Friday (17 Feb 2023) 11:45 pm AEST

A strategic business plan to set up a business in a foreign market

Return Date to Students

Marks for assessment 2 will not be published before the results are finalised. Feedback will be available on feedback studio after the results are published.

Weighting

60%

Assessment Criteria

Weighting 60%.

Assessment Criteria

1. An executive summary of the business plan (5%).
2. An introduction covering the business background and the present strategic position. The purpose/objective of

developing the business plan needs to be clearly defined (10%).

3. A market research report on the country of your choice with an interpretation and analysis of industry-specific issues (15%).

4. Evaluation of competencies and present strategies of your company and identify the strengths that you like to utilise for your business expansion (15%).

5. Justification of future strategies for expansion with justification (20%).

6. Implementation policies that include market entry strategy, financial analysis, operational plan, and marketing strategies (15%).

7. Conclusion (10%)

8. References (at least 15) (10%).

As Master's students, you are required to engage in research consistent with the Australia Quality Framework (AQF) guidelines, that establish the standards for all CQUniversity's Masters's courses. Two specific requirements need to be considered: 1. Students need to demonstrate "a body of knowledge that includes the understanding of recent developments in a discipline and/or area of professional practice", and 2. Students must demonstrate "knowledge of research principles and methods applicable to a field of work and/or learning". Each Master's unit has a number of required readings in terms of academic texts, journals, and business publications that represent the appropriate body of knowledge and recent developments referred to by the AQF. In order to demonstrate the ability to engage in appropriate research, students should read and utilise these texts and journals, and publications.

As postgraduate students, you are expected to research beyond this minimum standard through additional texts, journals, and studies to demonstrate an ability to engage in independent research. Your attention is also drawn to the University's stated position on plagiarism. THE WORK OF OTHERS, WHICH ARE INCLUDED IN THE ASSIGNMENT MUST BE ATTRIBUTED TO ITS SOURCE (a full list of references must be submitted as part of the assessment).

Referencing Style

- [American Psychological Association 7th Edition \(APA 7th edition\)](#)

Submission

Online

Submission Instructions

Please save and upload your file in a Word document via the assessment link on the unit's Moodle site

Learning Outcomes Assessed

- Critically evaluate concepts and principles of international business, strategic management and corporate transformation
- Analyse and integrate specialist knowledge pertinent to global business and economic complexity
- Apply cognitive and technical skills to reflect on and synthesise complex problems and apply strategic frameworks to develop and implement business strategies
- Communicate corporate strategy highlighting the effects of decisions on business performance
- Demonstrate business acumen using appropriate strategic and transformative frameworks in a socially responsible manner.

Academic Integrity Statement

As a CQUniversity student you are expected to act honestly in all aspects of your academic work.

Any assessable work undertaken or submitted for review or assessment must be your own work. Assessable work is any type of work you do to meet the assessment requirements in the unit, including draft work submitted for review and feedback and final work to be assessed.

When you use the ideas, words or data of others in your assessment, you must thoroughly and clearly acknowledge the source of this information by using the correct referencing style for your unit. Using others' work without proper acknowledgement may be considered a form of intellectual dishonesty.

Participating honestly, respectfully, responsibly, and fairly in your university study ensures the CQUniversity qualification you earn will be valued as a true indication of your individual academic achievement and will continue to receive the respect and recognition it deserves.

As a student, you are responsible for reading and following CQUniversity's policies, including the [Student Academic Integrity Policy and Procedure](#). This policy sets out CQUniversity's expectations of you to act with integrity, examples of academic integrity breaches to avoid, the processes used to address alleged breaches of academic integrity, and potential penalties.

What is a breach of academic integrity?

A breach of academic integrity includes but is not limited to plagiarism, self-plagiarism, collusion, cheating, contract cheating, and academic misconduct. The Student Academic Integrity Policy and Procedure defines what these terms mean and gives examples.

Why is academic integrity important?

A breach of academic integrity may result in one or more penalties, including suspension or even expulsion from the University. It can also have negative implications for student visas and future enrolment at CQUniversity or elsewhere. Students who engage in contract cheating also risk being blackmailed by contract cheating services.

Where can I get assistance?

For academic advice and guidance, the [Academic Learning Centre \(ALC\)](#) can support you in becoming confident in completing assessments with integrity and of high standard.

What can you do to act with integrity?



Be Honest

If your assessment task is done by someone else, it would be dishonest of you to claim it as your own



Seek Help

If you are not sure about how to cite or reference in essays, reports etc, then seek help from your lecturer, the library or the Academic Learning Centre (ALC)



Produce Original Work

Originality comes from your ability to read widely, think critically, and apply your gained knowledge to address a question or problem