BTEC Higher National Diploma In
BUSINESS

ASSIGNMENT BRIEF

UNIT 32: BUSINESS STRATEGY

ABOUT PEARSON

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COLBOURNE COLLEGE
Student Cover Page And Assignment Brief

Unit Number and Title	Unit 32: Business Strategy			
Academic Year				
Unit Tutor				
Assignment Title	LO2. Organisation's internal environment and capabilities.			
Issue And Submission Date	ISSUED ON:		DUE ON:	
NAME OF CONTRIBUTORS ***Authenticity Of Own Work*** By affixing my name, I hereby confirm that this is my own work and all information included were credited to the source. No part of this work is plagiarised.				
Plagiarism Report Is Included	YES	NO	Number Of Pages In The Assignment	

STUDENTS DO NOT MARK BELOW THIS LINE PLEASE				
The Student/s satisfied the Pass Criteria?	YES	NO	IV	
P2. Analyse the internal environment and capabilities of a given organisation using appropriate frameworks.				
Conduct adequate research to generate knowledge as basis for analysing the scenario and subject areas in the given contexts.				
Produced a professional document suited for the assigned purpose-of-use				
Applied the subject areas reasonably well to the assigned role/issues in the context of the case study to correctly meet the criteria set out in the task.				
The Student/s achieved all of the above requirements that define the Pass grade	YES	NO		
The Student/s satisfied the Criteria for MERIT?	YES	NO	IV	
M2 Critically evaluate the internal environment to assess strengths and weaknesses of an organisation's internal capabilities, structure and skill set.				
The subject matter and key issues are suitably researched, and the discussion is focused. The quality of writing is very good, and the ideas transitioned well from one point to the next.				
The Student/s achieved all of the requirements that define the MERIT grade	YES	NO		
The Student/s satisfied the DISTINCTION?	YES	NO	IV	
D1 Critique and interpret information and data applying environmental and competitive analysis to produce a set of valid strategic directions, objectives, and tactical actions.				
The paper is well researched, the arguments are evidenced, robust, and the ideas are well synthesized. The student demonstrated mastery in the subject matter and issues.				
The Student/s achieved all of the requirements that define the Distinction grade	YES	NO		

Markers' Review/Comments/Further Action Required	Markers' Review/Comments/Further Action Required

REFERRED WORK: The Student must make corrections and resubmit?	YES	NO	
Signature Of First Marker: Dated:	**IV's Name:** Dated:		

LO1. ASSIGNMENT

LO1. Analyse the impact and influence which the macro environment has on an organisation and its business strategies

CASE STUDY AND SCENARIO

You are the Principal Director Of Programs at Colbourne College. The Board of Directors is requesting an institutional self-study to determine the strategic capabilities of the college. You will be leading the self-study team, carrying-out the investigation of Colbourne College's internal environments using different analytical frameworks to analyse its strategic capabilities, and reporting the findings and results to the Board in a Business Report. The report should be using clear language, referenced using Harvard Referencing, and 1,500 – 2,200 words in length.

P2. Analyse the internal environment and capabilities of a given organisation using the given frameworks

TASK 1: Using the resource-based view diagram, provide a comprehensive analysis of the Resources-Based View (RBV) of the organisation's competitive advantage.

Be sure to clearly identify ALL the tangible and intangible resources of the organisation.
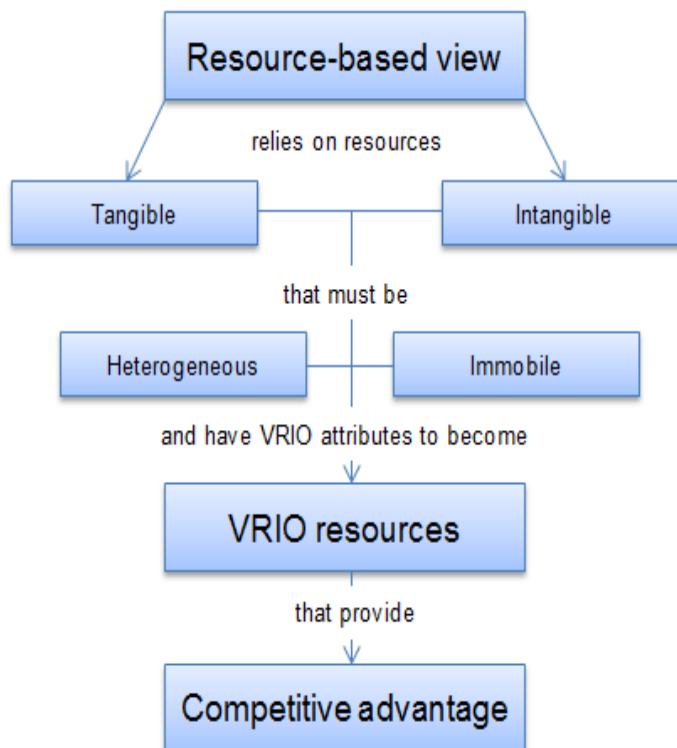
TASK 2:

Using Porter's Value Chain Analysis (VCA), identify and evaluate all the internal systems and activities of Colbourne College to produce its services. You should:

    I.   Identify the primary and support activities that Colbourne College And AIM-USA carry out (input).

    II.

        ii) Analyse which of the activities are the most valuable (i.e. are the source of cost or differentiation advantage)?

    III.   Which of the activities could be improved to provide competitive advantage?

Figure 1: Porter's Generic Value Chain
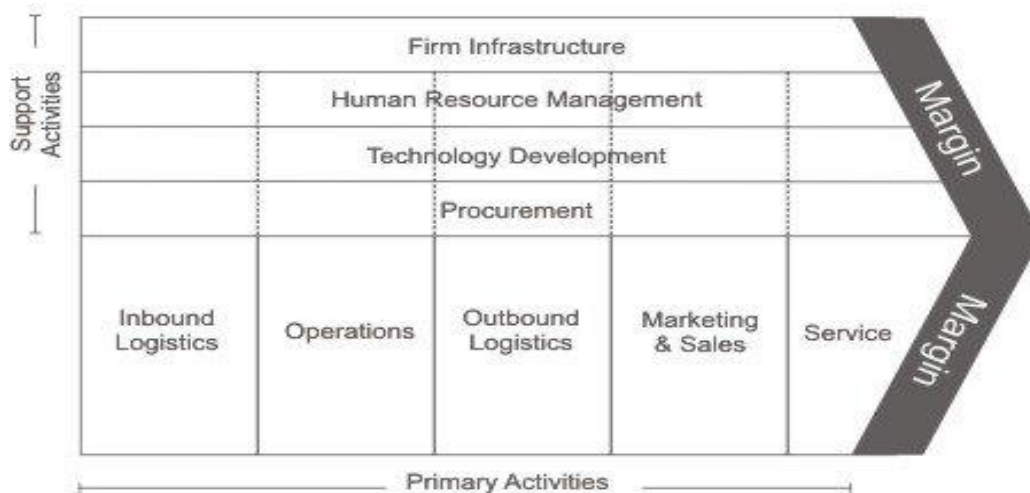
TASK 3:

Using the VRIO Framework assess if Colbourne College's internal resources and analyze if its capabilities can be a source of sustained competitive advantage
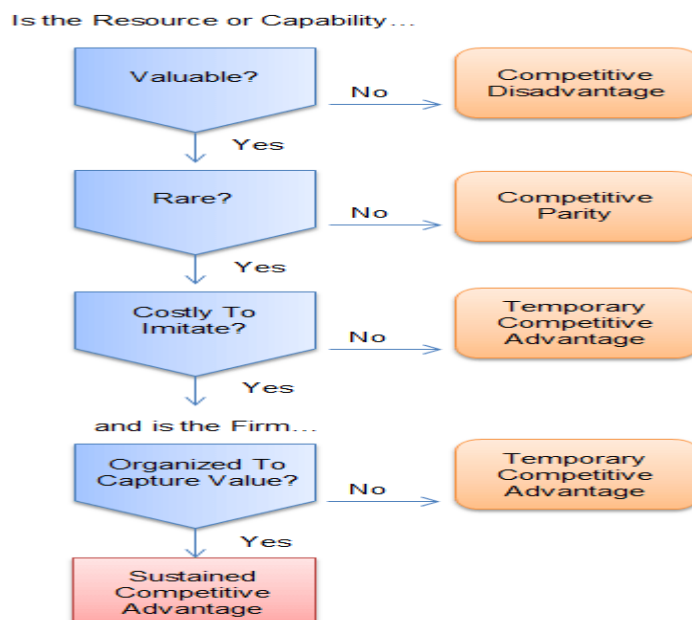
OPTIONAL TASKS FOR HIGHER GRADE

TASK 1: For Merit Grade

M2. Critically evaluate the internal environment to assess strengths and weaknesses of the college's internal capabilities, structure, and skill set.

I. IDENTIFY STRENGTHS	II. IDENTIFY WEAKNESSES
iii. IDENTIFY OPPORTUNITIES	iii. IDENTIFY THREATHS

For Distinction Grade (partially completed)

In summary of your assessment of the internal environments of Colbourne College, and using the given model of competitive advantage, provide a comprehensive analysis of how the college's resources, activities, and strategic capabilities can contribute to its competitive positioning

THE RESOURCE-BASED VIEW-ELEMENTS OF COMPETITIVE ADVANTAGE
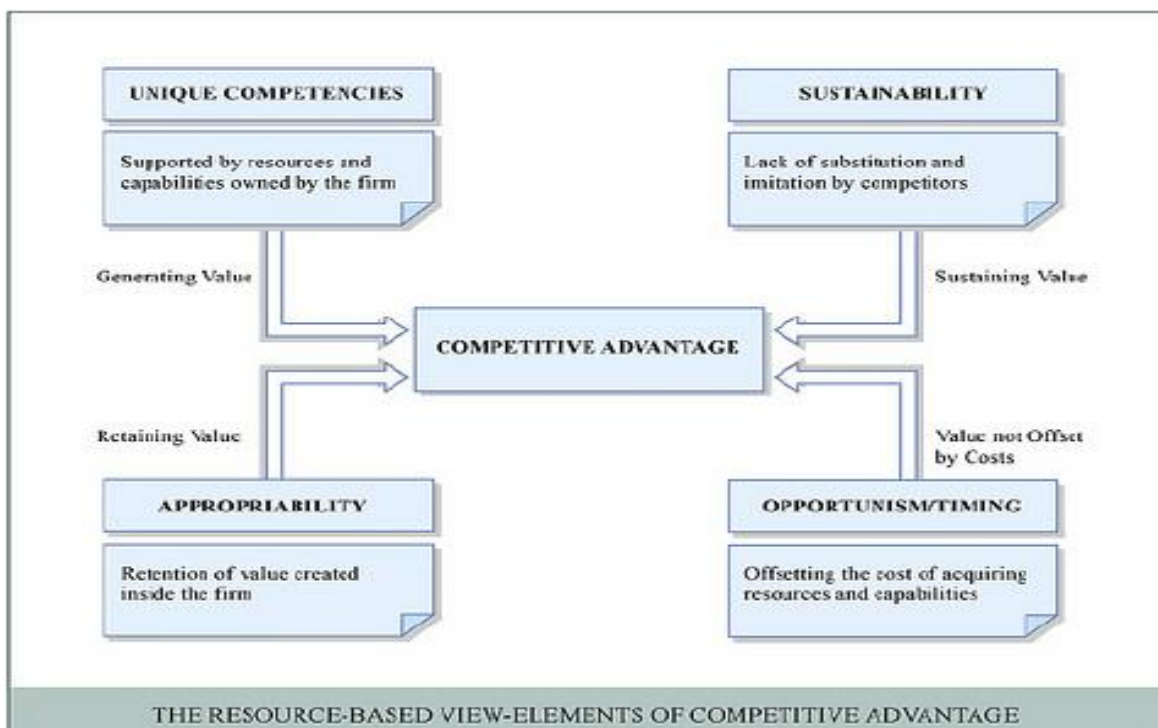
SUBMISSION INSTRUCTIONS

The assignments in learning outcome 2 which are P2, M2 and the task in partial completion of the distinction grade are INDIVIDUAL ASSIGNMENTS.

The submission must be in the form of a Business Report which should be written in a concise, formal business style using single spacing and font size 11. You are required to make use of headings, four-section research-paper layout, paragraphs and subsections as appropriate. All work must be supported with research and in-text referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 1500 to 2,200 words.

❖ Fully complete the **Assignment Cover Page** and use same as the front sheet/cover of your assignment.

❖ **Conduct research** to generate knowledge which will form the basis for analysis of the scenario and context given in the Case Study. You need to reference figures, statistics and tables copied into your work. For all other information, paraphrase and summarise and provide the references correctly in the bibliography using the Harvard referencing system.

❖ **Word Limits**: The recommended word requirement for the P task is 1500 words with minimum of six (6) intext referencing sources in section 2, the research findings section. M and D tasks are usually 350-400 words each.

❖ You may reuse the same reference sources in the Ps for the M and D tasks. You can also draw from new sources. You DO NOT need to use the four-section layout for the M and D tasks, use same for the P tasks requiring research essay or research report.

❖ You **MUST** use the headers same as given e.g. P1, M1, P2. Do not reword them from the original.

❖ Use page numbers.

❖ Font Style is Arial & Font Size is 11 AND Line Spacing is 1 & Paragraph Spacing is 2

❖ Include the full plagiarism report after the reference page, and not just the score.

❖ Save the work as PDF before submitting.

❖ **Use www.citethisforme.com for referencing and www.grammarly.com for grammar and editing.**

1) Read the brief and think about what the assignment brief is asking. Make sure you understand the assessment criteria and nature of the evidence that must be produced. If you are not clear seek guidance from the tutor on the unit.

2) Guided by what the subject areas and issues in the task, you will conduct literature review to produce research findings that provide valid answers to the problem/subject/issues that you are inquiring.

3) Produce an appropriate assessment action plan that includes relevant research resources and timeframes. Submit this to the tutor for additional support or clarification if required.

4) You must be clear on the requirements to develop an appropriate specification to produce and communicate your work to the intended audience e.g. for written essays or reports you will organise the paper in sections:

   4.1. SECTION 1: **Introduction** – In a short opening statement you will outline what the task is asking and the aim/s of the paper. Further, you will briefly define the key terms in the assignment.

   4.2. SECTION 2: **Research Findings** - you will research the subject area/s and find answers and generate the knowledge to correctly investigate the issues raised. To carry out the research, apply a range of secondary research sources to elucidate the scope of the subject and support the requirements set out in the task. The research findings that you produce must be valid. This means that the findings must be relevant, and the sources used are appropriate. You will apply the research findings to your work to support, compare, analyse and validate the ideas and arguments.   All arguments and ideas discussed must be credited to the source. That is, you must correctly state the name of the Author or source that you obtained the information from e.g. (Brown, 2016). The required referencing style is Harvard Referencing.

   RESEARCH SOURCES: Secondary research sources that you can use to gather information for your work may include textbooks, journal articles, magazine articles (not factual accounts) and newspapers. Other sources that you may collect information from are *primary research sources* which include original first-hand accounts, legal and historical documents, results of experiments and market research data collection.

   RESEARCH METHODS: You will further apply *qualitative and/or quantitative research methods* to evaluate the research findings from the primary sources. Qualitative is reasoning with arguments while quantitative is numbers and figures.

   AVOID PLAGIARISING: You must reference all the sources in the body of your work (in-text). Further, create a reference page to list all these in-text sources that you cited in the work. Failure to reference your work intext and on the reference page will result in a fail grade for the unit, as this is plagiarism (cheating/academic misconduct).

   4.3. SECTION 3: **Discussion** - this is substantive discussion of the research findings. Here you will carry out the command verb in relations to the task you are assigned. E.g. you may be asked to analyse, explain, assess, apply, justify, compare etc. These are different commands and will require different approaches. Also, if the research findings are not relevant to the task, no matter the quality and rigor of the discussion, the criteria will not be met because your discussion should be an expansion of the research findings. Hone your discussion to meet all criteria set out in the task.

   4.4. Section 4: Conclusion. Draw conclusions to form the basis for recommendations. Conclusions are summary of the main points in the work. Recommendations are future actions needed based on the conclusion/outcome.

5) Submit a **pdf copy of your work** on or before the published deadlines. Work past due is not acceptable under any circumstances except in extenuating circumstances which must be approved before the deadline expires.

6) Submit your work using the correct portal on iTutor. Work sent to incorrect portal will not be marked.

7) Students will be awarded either Pass, Merit, Distinction, Referred, Incomplete, or Fail grade. In practice, this means that a student must achieve all the required learning outcomes to be awarded pass grade or higher. Thus, for students to achieve Pass, they must achieve all of the requirements that define the Pass. To achieve a Merit, students must achieve all the requirements that define Pass and Merit. For Distinction, the student must achieve all Pass, Merit and Distinction requirements. Referred Grade is where one or more tasks does not achieve a Pass Grade. You will be given feedback and the opportunity to submit the corrections at a future time agreed with your Supervisor.

8) Failure to submit any part of an assignment will result in the work marked In-Complete. In-complete then changes to Fail. Avoid fail grade at all cost. In-complete (IC/NC) and Fail Grade (F) mean that you must pay to take over this unit/course. Here are the ways to fail: 1) not doing the working at all; 2) not attempting all the tasks listed as P (e.g. P1, P2 etc), 3) getting over 60% of the tasks as referred grade; and 4) plagiarising. Historically, less than 5% of the class will Fail.

COURSE CONTENT

LO2: Assess an organisation's internal environment and capabilities

The Organisational internal environment:

- What are strategic capabilities and what are the key components of strategic capabilities?

- Resource-based view strategy as a basis for competitive advantage and the McKinsey's 7S model as a management tool.

- Analysis of strategic capabilities using the VRIO/VRIN framework.

- Benchmarking strategic capabilities and value chain analysis.

- Cost-benefit analysis.

LEARNING RESOURCES TO SUPPORT THE LESSON
The following Reading Assignments are for lead discussion at the group meetings and to assist with carrying out the assignments:

Links to articles
- ❖ ORGANISATIONAL Strategic capabilities: Bridging strategy and impact
- ❖ LINK: https://www2.deloitte.com/us/en/pages/strategy/articles/strategic-capabilities-bridging-strategy-and-impact.html

- ❖ Porter's Value Chain Model
- ❖ LINK: https://www.mindtools.com/pages/article/newSTR_66.htm

- ❖ Cost Advantage
- ❖ LINK: https://www.strategicmanagementinsight.com/tools/value-chain-analysis.html

- ❖ Resource-based view strategy
- ❖ LINK: http://managementstudyguide.com/resource-based-view.htm

- ❖ Definitions Of Command Verbs Used In The Task
- ❖ LINK: http://www.ocr.org.uk/Images/149928-command-verb-definitions.pdf

Textbooks

- JOHNSON, G. et al (2014) Exploring Strategy Text and Cases. Harlow: Pearson.

- JOHNSON G. et al (2011) Fundamentals of Strategy. 2nd Ed. Financial Times/Prentice

- Hall. KIM, W. C. and MAUBORGNE, R. (2015) Blue Ocean Strategy. Expanded Ed. Boston: Harvard Business Review Press.

- ROTHAERMEL, F. (2014) Strategic Management. 2nd Ed. Maidenhead: McGraw-Hill.