

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. Organization's internal environment and capabilities.		
Issue And Submission Date	ISSUED ON:	DUE ON:	
<p style="text-align: center;">NAME OF CONTRIBUTORS</p> <p style="text-align: center;">Authenticity Of Own Work</p> <p>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.</p>			
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
P3. Applying Porter's Five Forces model, evaluate the competitive forces of a given market sector for an organisation.			
P4. Applying a range of theories, concepts, and models, interpret and devise strategic planning for a given organisation			
Conducted 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; and 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
M3. Devise appropriate strategies to improve competitive edge and market position based on the outcomes			
M4. Produce a strategic management plan that has tangible and tactical strategic priorities and objectives			
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
<i>Critique and interpret information and data applying environmental and competitive analysis to produce a set of valid strategic directions, objectives and tactical actions</i>			
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:

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. In learning outcomes 1 and 2 you conducted both internal and external environmental study and applied various analytical models to ascertain the influences on, and capabilities of the college.

You will be carrying out further analysis and devising a strategic plan which you will be presenting at a formal meeting of the College Board:

- ❖ This is a 20-minute Oral Presentation supported by Power-Point. The written script should be using clear language and well referenced using Harvard Referencing correctly.
- ❖ For the orals, your appearance and speech must be appropriate to match the importance and formality of the meeting.

LO3. Evaluate and apply the outcomes of an analysis using Porter's Five Forces model to a given market sector

- ❖ **P3.** *Applying Porter's Five Forces model, evaluate the competitive forces of a given market sector for an organisation.*
- ❖ **M3.** *Devise appropriate strategies to improve competitive edge and market position based on the outcomes*

LO4. Apply models, theories, and concepts to assist with the understanding and interpretation of strategic directions available to an organisation

- ❖ **P4.** *Applying a range of theories, concepts, and models, interpret and devise strategic planning for a given organisation.*
- ❖ **M4.** *Produce a strategic management plan that has tangible and tactical strategic priorities and objectives*

You will be assessed based on your competencies in:

- Evaluating different types of strategic directions available to the college.
- Justifying and recommending the most appropriate growth platform and strategies.
- Producing a strategic management plan with strategies, objectives and tactics.

ALSO

- Relevance, clarity, professionalism, and quality of the contents and presentation
- Thoroughness of the referencing both in-text and end-of-text
- Correctness of the grammar and word usage of both the oral and written presentation
- Appropriateness of the attire to meet the business scenario

TASKS IN THE ASSIGNMENT

COMPULSORY TASKS

LO3. P3. *Applying Porter's Five Forces model, evaluate the competitive forces of a given market sector for an organisation.*

1. *Using Porter's Five Forces Model, carryout a competitive analysis to evaluate the market forces in the higher education sector.*

LO4. P4. *Applying a range of theories, concepts, and models, interpret and devise strategic planning for a given organisation.*

2. *Use the Balance Scorecard to communicate the college's vision, align its current strategies, and determine the factors that are driving performance. **Connect the dots between big picture strategy elements** such as mission (our purpose), vision (what we aspire for), core values (what we believe in), strategic focus areas (themes, results and/or goals) **and the more operational elements** such as objectives (continuous improvement activities), measures (or key performance indicators, or KPIs, which track strategic performance), targets (our desired level of performance), and initiatives (projects that help you reach your targets)*
3. *Carry out a stakeholder analysis to assess the needs of its stakeholders.*
4. *Evaluate how the various PESTLE and internal environmental forces are impacting Colbourne College.*
5. *The application of Porter's generic strategies: cost and price leadership strategy, differentiation strategy, focus strategy and the extended model of Bowman's strategy clock.*
6. *Employ the Ansoff Matrix to analyse and plan strategies for growth.*

OPTIONAL TASKS FOR HIGHER GRADE

- ❖ **M3.** *Devise appropriate strategies to improve competitive edge and market position based on the outcomes | (this criterion can be satisfied in #5 & 6 above).*
- ❖ **M4.** *Produce a strategic management plan that has tangible and tactical strategic priorities and objectives | (this criterion can be satisfied in # 1-6 above)*
- ❖ **D1.** *Critique and interpret information and data applying environmental and competitive analysis to produce a set of valid strategic directions, objectives and tactical actions | (this criterion can be satisfied in # 1-6 above)*

SAMPLE PLANNING TEMPLATE

COMPANY	
GOALS	
DATE	
OBJECTIVE 1 OF 4	
STRATEGIC PLAN	
ACTIVITIES/TACTICS	
RESOURCES REQUIRED	
TIMELINES FOR IMPLEMENTATION	
KEY PERFORMANCE INDICATORS	
EXPECTED IMPACT AND/OR OUTCOMES	
OBJECTIVE 2 OF 4	
STRATEGIC PLAN	
ACTIVITIES/TACTICS	
RESOURCES REQUIRED	
TIMELINES FOR IMPLEMENTATION	
KEY PERFORMANCE INDICATORS	
EXPECTED IMPACT AND/OR OUTCOMES	
OBJECTIVE 3 OF 4	
STRATEGIC PLAN	
ACTIVITIES/TACTICS	
RESOURCES REQUIRED	
TIMELINES FOR IMPLEMENTATION	
KEY PERFORMANCE INDICATORS	
EXPECTED IMPACT AND/OR OUTCOMES	

SUBMISSION INSTRUCTIONS

- ❖ Learning Outcome 3 & 4 are Team-working. The team shall consist of no more than six (6) members. Each Team Member must fully contribute to the research and development of the Power Point.
- ❖ Each Team member has five (5) minutes to present. The contribution of each team member to the oral presentation is 10%. Thus, the oral presentation is 60% of the grade. The PowerPoint itself is assessed at 40% of the assignment grade. Outside of extenuating circumstances, any member who does not attend and participate fully in the oral presentation will not earn a grade. If the non-attending member contributed to the written assignment, the grade awarded will be 'referred'.
- ❖ This written assignment should be submitted in PowerPoint. Given it's a Business Report, it should also meet conventional standard of a report with cover page, title page with to, from, roles of the parties, date and company name.
- ❖ Include a separate page with the full name and signature of the team members.
- ❖ P3, P4, M3, M4 and D1 are to be combined into ONE business plan BUT you MUST use the headers as given to clearly differentiate the tasks.
- ❖ For each of the tasks e.g. #1, 2, 3, 4, 5 & 6, you should include at least six (6) distinct findings (answers) from different sources to show diversity of thinking around the topic.
- ❖ There is no specific word requirement for the slides. Font size should be 32-point for the header and the 26-28 point for the body. The slides should cover only the definitions of key term, diagrams, research findings and bibliography. The discussion of the research findings will be orally presented by the team-member whom the assessors will select randomly at the presentation.
- ❖ 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.
- ❖ 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.

Guidance To Students. You should read this information before starting:

- 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 in-text 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

L03: Assess an organisation's internal environment and capabilities

Analytical tools and models of analysis:

- The Balanced Scorecard to align organisation vision and strategy.
- Competitive analysis using Porter's Five Forces model.
- Stakeholder analysis.
- Applying the Ansoff matrix to product/market strategy.

LEARNING RESOURCES TO SUPPORT THE LESSON

Links to articles

- ❖ The Balanced Scorecard—Measures that Drive Performance
LINK: <https://hbr.org/1992/01/the-balanced-scorecard-measures-that-drive-performance-2>
- ❖ Porter's Five Forces: Analyzing the Competition
LINK: <http://www.businessnewsdaily.com/5446-porters-five-forces.html>
- ❖ Ansoff Matrix eBook
LINK: <http://www.free-management-ebooks.com/dldebk-pdf/fme-ansoff-matrix.pdf>

L04. Apply models, theories, and concepts to assist with the understanding and interpretation of strategic directions available to an organisation

Strategic choices and directions:

- The application of Porter's generic strategies: cost and price leadership strategy, differentiation strategy, focus strategy and the extended model of Bowman's strategy clock.
- Hybrid strategy.
- Diversification.
- Vertical/horizontal integration.

LEARNING RESOURCES TO SUPPORT THE LESSON

Links to articles

- ❖ Porter's generic strategies
Link: <https://www.ifm.eng.cam.ac.uk/research/dstools/porters-generic-competitive-strategies/>
- ❖ **Porter's Generic Strategies (Choosing Your Route to Success)**
LINK: https://www.mindtools.com/pages/article/newSTR_82.htm