

Colbourne College

ASSIGNMENT BRIEF

Unit Number and Title	UNIT 32: BUSINESS STRATEGY
Academic Year	2017
Student Name And ID Number	
Unit Tutor	
Mode of Study	
Assignment Number & Title	Assess an organisation's internal environment and capabilities.
Issue Date	
Submission Date	

**TERM PAPER DECLARATION:
STATEMENT OF ORIGINALITY AND AUTHENTICITY**

I confirm that the term paper I am submitting is an original and authentic piece of work written by myself that satisfies academic rules and regulations with respect to Plagiarism. I further confirm that I have fully referenced and acknowledged all material incorporated as secondary resources in accordance with the Harvard System. *Please note that Term paper will not be marked without the inclusion of this signed declaration by the student/s.*

STUDENT/S SIGNATURE

DATED

OFFICIAL USE BELOW: GRADE AND SUMMATIVE REMARKS

Grade Assigned		
Assessors' Name & Date	MARKER	INTERNAL VERIFIER
Assessor's Summative Feedback		
Assessors' Signature & Date	Marker	IV

FORUM AND TERM PAPER ASSIGNMENTS

Unit 32: Business Strategy

Unit code: K/508/0574

QCF level: 5

Credit value: 15

AIM

The aim of this unit is to develop students' awareness of the different kinds of strategy which could be used in an operational, tactical or strategic role for an organisation. This will be underpinned by a thorough knowledge and understanding of the theories, models and concepts which could significantly support an organisation's strategic choice and direction.

On successful completion of this unit students will have developed sufficient knowledge and understanding of strategy to make a positive, efficient and effective contribution to the development of business plans and operational direction. This could be in the role of a junior manager responsible for having a specific input into an organisation's decision-making and planning.

LEARNING OUTCOMES

By the end of this unit a student will be able to:

1. Analyse the impact and influence which the macro environment has on an organisation and its business strategies.
2. **Assess an organisation's internal environment and capabilities.**
3. Evaluate and apply the outcomes of an analysis using Porter's Five Forces model to a given market sector.
4. Apply models, theories and concepts to assist with the understanding and interpretation of strategic directions available to an organisation.

COURSE CONTENT AND OBJECTIVES

LO 2: Assess an organisation's internal environment and capabilities.

LO 2. Course Content

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.
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THE OBJECTIVES OF THE ASSIGNMENT ARE:

1. P2. Analyse the internal environment and capabilities of a given organisation using appropriate frameworks.
2. M2. Critically evaluate the internal environment to assess strengths and weaknesses of an organisation's internal capabilities, structure and skill set.

FOR LO1, LO2, LO3 AND LO4

D1 Critique and interpret information and data applying environmental and competitive analysis to produce a set of valid strategic directions, objectives and tactical actions.

ASSIGNMENT TWO

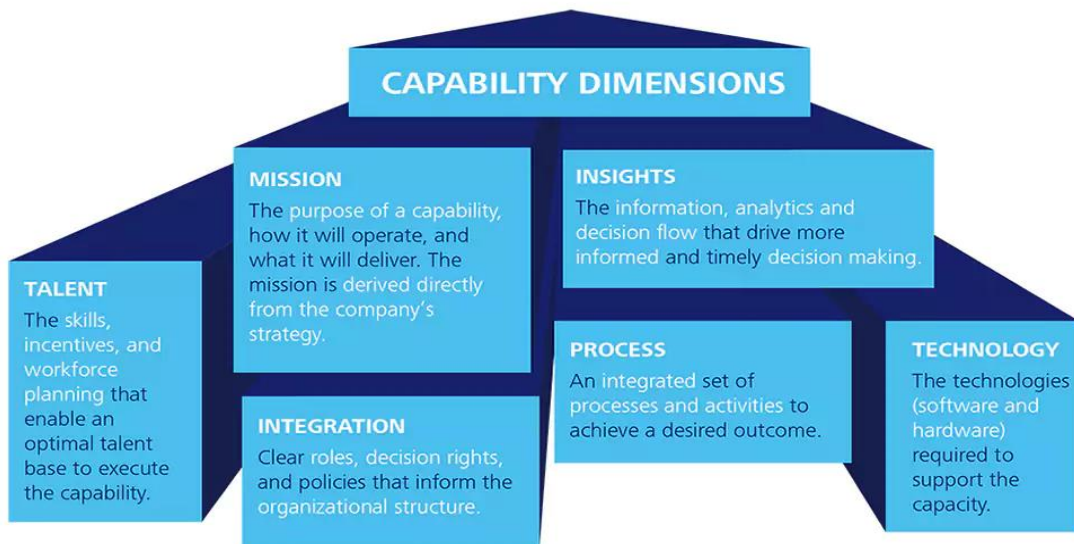
GROUP DISCUSSION FORUM:

TASK ONE. GROUP ASSIGNMENT.

Conduct thorough research on the strategic context of the organizational internal environments and strategic capabilities. Present your findings and sources.

Week 6 In-Class Presentation. Oral Presentation supported by power point presentation.

1. Citing four different sources, explain what are organizations' distinct strategic capabilities.
2. Citing four different sources, explain what is an organization's competitive position? How can it compete through differentiation advantage?
3. Explain how McKinsey's 7S Model can be used by managers as a basis for competitive advantage.
4. Using the multi-dimensional building blocks of organizational capabilities, critically analyse how the organisation's strategic capabilities contribute to i) organizational effectiveness and ii) organizational competitiveness?



The Multi-dimensional building blocks of organizational capabilities: Source: www2.deloitte.com

TERM PAPER

TASK TWO: GROUP ASSIGNMENT

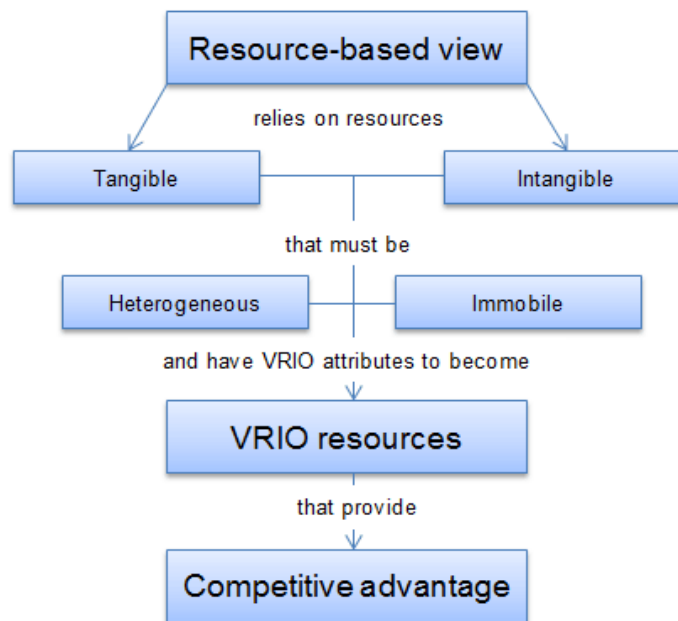
P2. Analyse the internal environment and capabilities of a given organisation using appropriate frameworks.

Week 7. In-Class Oral Presentation with power point presentation

Conduct thorough research on the strategic context of Colbourne College's internal environments and strategic capabilities, and undertake the below tasks.

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

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



Week 8. In-Class Oral Presentation with power point presentation

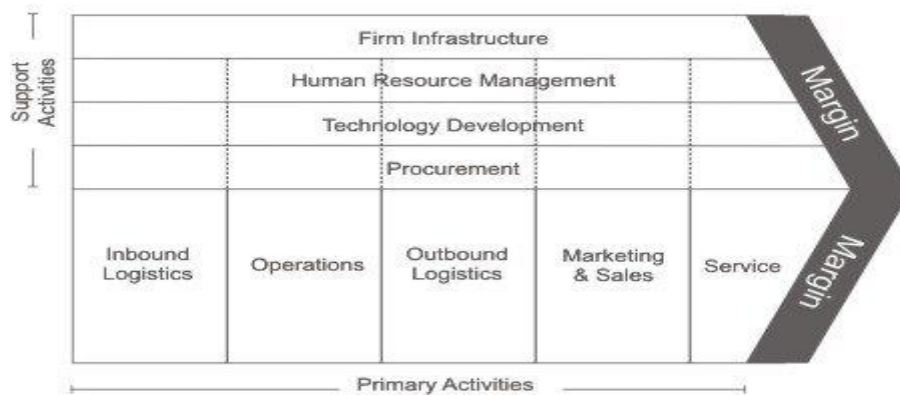
2. Using Porter’s Value Chain Analysis (VCA), identify and evaluate all the internal systems and activities of Colbourne College to produce its services.

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

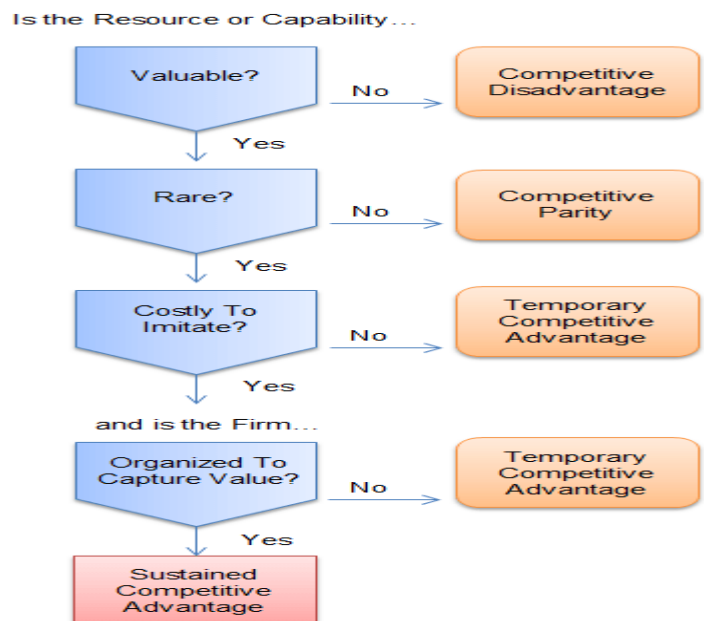
ii) Analyse which of the activities are the most valuable (i.e. are the source of cost or differentiation advantage)?

iii) Which of the activities could be improved to provide competitive advantage?

Figure 1: Porter’s Generic Value Chain



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



4. For Merit Grade (GROUP)

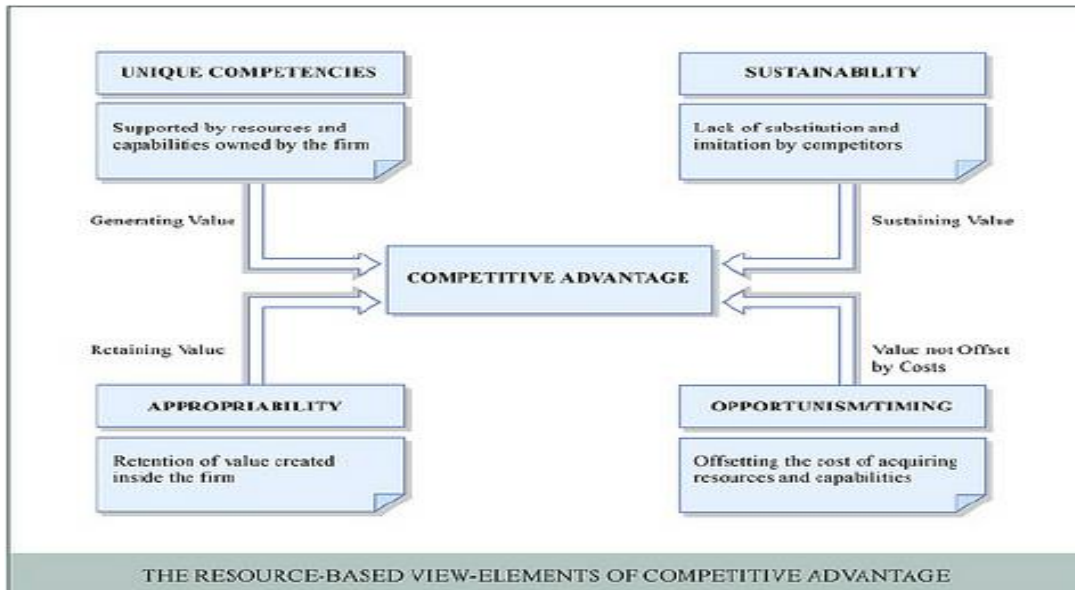
M2. Critically evaluate the internal environment to assess strengths and weaknesses of the college's internal capabilities, structure, and skill set.

I. IDENTIFY STRENGTHS	II. IDENTIFY WEAKNESSES

III. Critically evaluate the strengths and weaknesses found (750 -100 Words)

5. For Distinction Grade (partially) – individual

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 (550 – 750 Words).



(Source: www.researchgate.net)

THE EMPLACEMENT PROJECT

(For students on work experience)

Students will seek the approval of an organisation in their field of study to undertake this assignment. Students who are already in employment must seek written consent from their employer to do same. This could be in the role of a junior manager responsible for having a specific input into an organisation's decision-making and planning. You will review the organisation studying, and present its mission, objectives, and functions in its industry/sector. You may use the business planning form provided on iTutor to collect this information. You will assess the macro environment of the business, and demonstrate knowledge of the different kinds of strategy which could be used in an operational, tactical, or strategic role for the organisation. You must demonstrate thorough knowledge and application of the theories, models and concepts which can significantly support the organisation's strategic choice and direction. Further, you must develop sufficient knowledge and understanding of strategy to make a positive contribution to the development of effective business plans and operational direction.

Coursework Student Assessment Requirements

The coursework in this assignment requires self-placement in a professional organization in the sector in which you are studying. For assessment purposes, you must keep a weekly journal diary to log what you are learning every week. You will submit this along with photographs to capture the evidences of the work experiences. On published assessment dates, you will make a ten (10) minutes oral presentation to discuss the work and learning experiences that are directly linked to each task you were assigned. This will be followed by ten (10) minutes of professional inquiry focused on the assessment criteria that you are fulfilling. Questions will be posed to you by the assessment team, and in the open session, by your peers.

ASSIGNMENTS. Oral Presentation

- P2. Analyse the internal environment and capabilities of the host organisation using appropriate frameworks such as the Resource-Based View, Porter's Value Chain, and the VRIO Framework provided.
- M2. Critically evaluate the internal environment to assess strengths and weaknesses of an organisation's internal capabilities, structure, and skill set.
- D1 Critique and interpret information and data applying environmental and competitive analysis to produce a set of valid strategic directions, objectives, and tactical actions. **(See the task on page 8 to be completed for LO 2)**

Additional Requirements

- Before you begin the work placement and assignment you are required to download the Consent Form, Business Planning Form, and Host Company Placement Letter on iTutor. You must complete the Business Planning Form, distribute the Host Company Letter to the proposed company or your Supervisor at work, and return these fully completed and appropriately signed for review and approval by the Emplacement Supervisor.
- You will design Power Point presentations for each assessment criteria e.g. P1, M1, And D1 separately.
- You will email a copy of the presentation to faculty@colbournecollege.com at least one week prior to this meeting for the term-paper defense.

Date Of Term-Paper Defense

- Learning Outcome 1 and 2: November
- Learning Outcome 3 and 4: December
- You will be notified at least one month in advance upon the publication of the Calendar for the Term Paper Defense.

ASSIGNMENT INSTRUCTIONS AND RESOURCES

In Teams of **three (3) members**, carry out the assigned activities. Please refer to the course outline and resources provided. Include at least four (4) references in your work. Use Harvard Referencing Style through-out the work. Present Minutes for all required **four (4) meetings on each group assignment**. Your Minutes Of the team Meetings should be clear about 1) Who attended; 2) Who were present; 3) What was discussed; 4) The relevance and theoretical value of the discussion to each assessment criteria; 5) How work is assigned; 6) Who completed work; and 7) Who didn't.

ORGANISATION AND SUBMISSION OF GROUP FORUMS AND TERM PAPER ASSIGNMENTS

The main sections of the research essay are:

Section One | Introduction

Introduce your theses statement and very briefly define the key terms in your assignment.

Section Two | Research Findings

Provide a numbered list of the main sources that you are citing from with a brief argument from each that directly answer the task that you are undertaking. You will discuss these findings here but in paragraph 3 when you are presenting your argument. The minimum number of sources to be cited are stated in your assignment instructions - be sure to meet that requirement.

Section Three | Discussion Of The Research Findings

Here you will carry out the command in the assignments. That is, use your research findings in paragraph two to now explain, discuss, analyze, compare etc. as the task states. Ensure you know what the command verb wants you to do before you begin writing up the research report. See the direct link to the definitions of the [Command Verbs](#) used in the assignments.

Section Four | Conclusion

Your conclusion is a summary of the key points in your assignment, e.g. the presentation of the outcome or results.

ORGANISATION OF THE TERM PAPER FOR SUBMITTING:

Cover Page | Access A Sample On iTutor

Complete fully and use the Assignment Brief for the cover.

Table of Content (TOC)

Your Table of Content shows all inclusions in your assignment report by titles and page numbers. Microsoft Word has templates that you can use to produce a neat TOC.

Include The Score Sheets | Access Score Sheets For Each Assignment On iTutor

The score sheets are used to grade your assignment and provide you with the feedback. Print same and include for each assignment submitting.

Include Reference Page In Assignments | Reference Page Lists All Sources Cited In-text

The Reference Page is a list of all sources that you cited in-text. Place the sources in-text in alphabetical order in the reference list. Use citethisforme.com to do your referencing. Remember to select Harvard Referencing before executing the tasks.

GENERAL INSTRUCTIONS FOR THE CASE STUDY, TASKS AND INSTRUCTIONS FOR THE UNIT:

In Teams of **three members** carry out the assignments in the Group Discussion Forum and Term Paper. Please refer to the course outline and resources provided to inform the work. Include at least four (4) references in EACH of the task. Use Harvard Referencing Style through-out the work.

PREPARING AND SUBMITTING THE WORK

- ❖ Number all pages in your work
- ❖ Use headings for each task in the assignment (e.g. AC 1.1 / P1 Task Instructions)
- ❖ Use Font Style: Arial | Use Font Size: 11 | Use Paragraph Spacing: 1.5
- ❖ You must submit one hard copy of the assignment and upload the soft copy on itutor.

Submitting The Work Online | Upload To iTutor

The work must be sent alongside the receipt for printing. Both **MUST** be received before the published deadline. Do not send payment before the work to be printed **NOR** send the work to be printed without payment. If both are not done before the deadline, the work is considered not received.

Fees for printing and binding

Per Page To Print In JMD:	Black: JM\$20	Color: JM\$30 - \$100	Binding: JM\$150
Per Page To Print In US\$:	Black: US\$1 per 5 pages	Color: US\$1 per page	Binding: US\$2
Where You Pay:	view the different options at www.studyaimusa.org		

LINKS TO RESOURCES FOR THE ASSIGNMENT

The following Reading Assignments are for lead discussion at the group meetings and to assist with carrying out the assignments:

- ❖ 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>

SCORING THE DISCUSSION FORUM

To Pass the Discussion Forum you must:

- i) Participate in no less than 8 of the 12 weekly peer group meetings on the semester.
- ii) Submit ALL required group work timely and at required standard.
- iii) Answer the questions in sufficient length and breadth to demonstrate:
 - 1) grasp of the subject content
 - 2) ability to apply the knowledge to the context provided;
 - 3) ability to think critically and identify risks, limitations and challenges in the contents and contexts provided;
 - 4) ability to engage and cooperate in a team; and
 - 5) ability to meet deadlines by completing the assignments and posting them to the group on or before the published deadlines.

You will **fail the discussion forum** and unit if you:

- i) Fail to post the required number of times (8 of 12 weeks).
- ii) Fail to demonstrate reasonable breadth of knowledge in the content area.
- iii) Fail to properly cite your sources. Plagiarism is not tolerated under any circumstances.
- iv) Fail to present original work. Do not duplicate from your peers' work posted in the group.
- v) Fail to consistently engage or participate in the required team-work and group dialogue.
- vi) Fail to post your assignment by the published weekly deadlines.

❖ If you fail the Forum for the unit, you automatically fail that course unit.

SCORING THE TERMPAPER

Students' work must meet the following requirements (alongside those identified in the Discussion Forum):

1. Carry Out the command verbs e.g. in AC 1.1: To **Evaluate** which means: "Provide evidence from a wide range of sources which both agree with and contradict an argument."
2. Provide evidence of adequate research based on accuracy and depth of content shared.
3. Discuss the topics and perspectives related to your research findings and Course Content.
4. Demonstrate acceptable level of proficiency in writing and/or speech for college-level: Diction, Expressions, Grammar, Spelling, Usage and Sentence Structures.
5. Use Harvard Referencing Style Through-out the work.
6. Cite at least Six (6) Valid Sources in the tasks e.g. AC 1.1. AND 1.2.
7. Have no Plagiarism infringements. Submit a Plagiarism Report with all assignment showing no higher than 11%. A Referred Grade is awarded if it exceeds or is not included.
8. Meeting Professional Standards for a structured Presentation.
9. Include a Reference Page.

❖ Students work are Awarded: **PASS** Grade | **MERIT** Grade | **DISTINCTION** Grade based on the above criteria. **FAIL GRADE** is awarded only when students fail to submit, participate or complete the required assignments.

❖ **IMPORTANT!**

Here is a direct link to the definition of the Command Verbs used in these tasks:

LINK: <http://www.ocr.org.uk/Images/149928-command-verb-definitions.pdf>

SUBSTITUTION PAPER, DEADLINES, AND RESTRICTIONS

CLASS ATTENDANCE

Punctuality and attendance are required for students studying online and in-class. To be awarded a grade for the unit, students must attend no less than 8 of the 12 classes on the semester. Students who fail to meet these requirements will earn an 'F' grade on the assignment and unit.

GROUP FORUM PARTICIPATION AND ASSIGNMENTS

Assignment requirements are same for online, in-class and distant learners. To be awarded grade on the Group Assignments, students must attend no less than 75% of the scheduled team meetings. Students who fail to meet these requirements will earn an 'F' grade on the assignment and unit.

TEAM MEETING REPORTING

Alongside with group work assignments, submit a separate document that records the Minutes collected at the required weekly team meetings. Use the template provided on iTutor to report out:

- a. Date of meeting
- b. Names of Attendees
- c. Discussion: on the lesson contents and the requirements of each Assessment Criteria (e.g. AC or P)
- d. How the tasks will be organized
- e. Who will carry out specific areas of each task.
- f. Decisions adapted or pending.

USING SUBSTITUTION PAPER TO REPLACE THE GDF AND TERM PAPER ASSIGNMENTS

L5 and L7 students may choose to use alternative assessment methods to replace the GDF, term-paper, re-sit paper, or failed assessment/s. The replacement methods of assessments are oral presentations with PowerPoint, **OR** work experience with reflective journaling. Substituting the research term-paper and GDF is optional and the cost is borne entirely by the student making the request. To be approved you will submit the request in writing to sso@studyaimusa.org before week four of the semester ends. You must continue with the current assignment requirements until you have received written approval from the Associate Director Of Administration. No more than two (2) substitution paper on any one semester is allowed (or 50% of the program). *NOTE! Resit and Failed assessments incur course fee charges separately costs as published in this document. Alternate Assessment is a separate and optional cost.

COST OF SUBSTITUTION ASSESSMENT

Work Experience: Cost of substitution paper, experiential Supervisor, and assessment: \$55 per unit

Oral Presentation: Cost of substitution paper, and Assessors: \$45 per unit

EARLY DEADLINES FOR ASSIGNMENTS

Students are expected to submit coursework on or before the deadline published in the assignment. All dates given are early deadlines.

LATE SUBMISSION OF ASSIGNMENT WITH LATE FEES

There is a further extension of no later than three weeks from the published deadline for the submission of late work. Contact Student Services if you are unsure of the late deadline.

LATE FEE IS \$12.00

Late Fee of \$12.00 is applied per assignment eg. \$12 for the late term-paper; and \$12 for the late Discussion Forum. No Assignment is acceptable after the late deadline under ANY Circumstances (excluding extenuating circumstances). Thereafter a FAIL GRADE is awarded for the assignment.

CORRECTION OF GROUP WORK WITH REFERRED GRADE

TERM PAPER

Group work that is returned to the student with Referred Grade must be resubmitted as individual work ONLY.

GROUP DISCUSSION FORUM

For group forum work that is returned to the student with Referred Grade, the student will take the Replacement Paper / Re-sit Exam which is a supervised open book written exam. Alternate paper might be an oral exam. Either way, both are individual assessments.

FEE FOR RESIT OF ASSIGNMENTS WITH REFERRED GRADE

See the term-paper instruction pages.

TIMELINE TO SUBMIT THE CORRECTIONS ON REFERRED GRADES

At the end of the full duration of the program, students have a grace period of four months (One Semester) to make all corrections. Students only pay for the referred units submitting to be corrected. Continuing fee is not charged to the students during the four months grace period.

MARKERS' RETAINER FEE

Once the four months grace period expires and students remain with outstanding work to be assessed, the continuing fee of \$360 (Markers' Retainer Fees) is charged to the student for the school year. Students also pay for the referred units submitting to be corrected.

TENURE EXPIRATION

Students must complete and pass all units on the program within 36 Months of the college start date and receive the Diploma from Pearson. After this 36 Months period has expired, the student must retake all classes and courses in the program.

EXTENUATING CIRCUMSTANCES

Students are encouraged to submit/sit assessments at the prescribed time, yet accommodations are made in extenuating circumstances as follow:

1. **Medical Reasons.** If the students fail to submit course-work on time due to medical conditions verified by a doctor's certificate, the work is treated same as referred in terms of revised deadlines, grading restrictions and referred fees. It is important that students seeking exemption for medical reasons advise Student Services before the deadline expires.
2. **The death of an immediate family in the household.** Evidence must be provided of the relationship and death.
3. **Jury Duty.** Evidence must be provided of the request, and also the service started or completed.

RESIT PRIVILEGE

1. For students to qualify for Resit they **MUST ATTEMPT ALL** assessments in the unit and earn at least a Referred Grade.
2. A student who has taken ill during an examination or assignment submission dateline may also qualify for Resit after proper written evidence is collected and assessed by the Faculty and submitted to the Head of Faculty for approval.
3. Resit fees apply in all circumstances under which new assessments are approved or extensions granted beyond the late deadlines.

RESIT APPROVAL AND FEE

All evidences must be collected by the Faculty and produced to Student Services no later than 5 days after the examination/deadline expires. The outcome is communicated directly to the student by email. If approved, the Resit Fee of \$45.00 (per assignment) is paid by the student and receipt emailed to Student Services. The supplementary dateline will be communicated to the student by email. Resit fee for individual assessment criterion is \$12.00 e.g. AC 1.1 or P1. For whole Assignment is \$45.00 e.g. Learning Outcome 1.

REFERRED / RESIT GRADE

Students earn a Referred Grade if the submitted assignment fail to achieve the criteria for PASS.

- ❖ Hospitality Students must earn a PASS GRADE on all Assessment Criteria (AC) on the term-paper to pass the course.
- ❖ Business and Aviation Students must earn a PASS Grade on all Assessment Criteria with P e.g. P1, P2 etc. to pass the course.

INCOMPLETE GRADE (IC)

Students are awarded Incomplete (IC) when they fail to complete any part of the required coursework. This may be due to approved reasons (extenuating circumstances) or failure to submit work. In all cases IC changes to Fail Grade on the students record after eight (8). Only students approved for extenuating circumstances can retake an assessment. Thus, all other IC will automatically change to 'Fail' after eight weeks.

FAILING THE COURSE

1. Students who did not sit an examination and did not withdraw formally will receive a Failing grade.
2. Students who differed for financial reasons or illness will earn an IC – Incomplete Grade. Incomplete Grades then are changed to Fail Grades after eight weeks.
3. Students who fail the discussion forum but pass the term-paper or vice versa. You must earn a Referred OR Pass Grade on both the Forum and Term-Paper to avoid retaking the course unit.
4. If you fail the course you must retake the class when it is offered next. The cost per course unit is listed on the Tuition Page of the website.

THESE COMMON CIRCUMSTANCES DO NOT QUALIFY AS EXTENUATING CIRCUMSTANCES

LOSS OF DATA

Please back-up your work consistently on independent media. Computer malfunctioning or errors are common but not acceptable reasons for special considerations. Special considerations are granted only for extenuating circumstances discussed above and no other factor.

JOB RESPONSIBILITIES

Working Students are advised to take 2-3 courses per semester. Four courses as recommended to complete the program on the published deadline. However, if taking full-time coursework will hinder you from meeting your required course-work deadlines or meeting quality standards, it is best that you take three courses and extend your tenure by one semester.

Job responsibilities are not acceptable reasons for special considerations because we have only one standard for everyone in the institution. Special considerations are granted only for extenuating circumstances discussed above and no other factor.

STUDENT SATISFACTION SURVEY

To develop and maintain a collegiate environment to sustain Higher Education, students are encouraged to participate at end of each semester in the Online Satisfaction Survey. Your input will help us to improve our programs and personnel. A degree today is like citizenship and good College education is a platform for you to: develop the required competencies for a degree, social skills, but also to enjoy learning. So, tell us what you want to do to make your college experience better. Be respectful, and be honest. The Form is accessible here:

<http://www.studyaimusa.org/student-feedback-form.html>

REVISION DATES OF UNITS AND COURSE RULES

The Academic Guidelines contain policies that are approved by Colbourne's Academic Board. The most current draft are the existing procedures to manage and administrate the academic program and are effective as at the publication of the new document. In all cases the current policies take precedence over previous rules.

REVISION OF THE CURRENT ACADEMIC POLICIES

July 2017 * added that L5 and L7 students may choose to use alternative assessment methods to

replace the GDF, term-paper, re-sit paper, or failed assessment/s.

April 2017 *added: correction of group work with referred grade requires students to submit paper

as individuals.

July 2016 *added that for students to qualify for resit work graded as referred they MUST ATTEMPT

ALL assessments in the unit and earn at least a Referred Grade.

REVISION OF PREVIOUS ACADEMIC POLICIES

July 2015

July 2016

January 2016