

## Assignment Brief

Module Title:	STRATEGIC MANAGEMENT AND LEADERSHIP 21/22	Module Code:	BBS_6_SML
Assignment No/Title:	Course Work 1	Assessment Weighting:	50%
Submission Date:	30 <sup>th</sup> June 2022	Feedback Target Date:	15 working days after submission
Module Co-ordinator/ Tutor:	Ms Salem Bekele	Word count	3500 (exclusive of tables, figures, references and appendixes)

Submission Instructions:

### This assignment is to be submitted electronically

- This assignment must be submitted electronically by 30<sup>th</sup> June 2022 17:00.**
- To submit electronically, you must upload your work to the e-submission area within the respective module on Moodle.
- Multiple drafts can be submitted up to the submission date.
- Please remember you must leave at least **24 hours** between submissions if you make changes to your work. Each submission will overwrite the previous one until the due date and time has passed.
- You are reminded of the University's regulations on cheating and plagiarism. In submitting your assignment, you are acknowledging that you have read and understood these regulations.
- You are reminded that it is your responsibility to keep an electronic copy of your assignment for future reference.
- Your citation needs to follow the Harvard style referencing.

### This assessment relates to the following module learning outcomes:

<i>A. Knowledge and Understanding</i>	<p>A: Understand leadership practice in an organisation</p> <ul style="list-style-type: none"> <li>Apply knowledge of strategic management in a wide variety of contexts ranging from large to small and medium sized enterprises, as well as profit and not for profit organisations.</li> <li>Understand management processes and leadership factors determining business capability, performance, corporate success and failure.</li> <li>Understand complex strategic issues, taking into account stakeholder and ethical factors</li> <li>Be able to integrate knowledge and learning from across the business curriculum and formulate appropriate strategic recommendations</li> </ul>
<i>B. Subject Specific Intellectual and Practical Skills</i>	<p>B: Understand the impact of leadership within organisations</p> <ul style="list-style-type: none"> <li>Analyse, interpret, critically evaluate and offer solutions to multidisciplinary business problems</li> <li>Synthesise key information from a variety of sources to identify and react to the key strategic dilemmas.</li> </ul>

	<ul style="list-style-type: none"> <li>Access, select and utilise a variety of business information sources Practice information technology skills through the use of electronic databases, presentation and graphical software, spread sheets for financial analysis and the world wide web for corporate information and publisher-based learner support materials</li> </ul>
<i>C. Transferable Skills</i>	D1: Work effectively as part of a team to prepare case study analysis. D2: Communicate effectively in written and oral forms and demonstrate effective presentation skills.

## The Assignment Tasks

### Group Report

Group-based tutor facilitated analysis of strategic position and decisions of a particular international business. The report needs to reflect one the company's development of their corporate strategy and the implication of that to the company's strategic choices brought by disruptive external environment. This will comprise a report of 3500 words (exclusive of tables, figures, references, appendixes) (10% either side). Groups are typically of no less than 3 and no more than 6 students. Groups are formed by the tutor on seminars.

The learning outcomes assessed by the report are:

- Abilities to analyse, interpret, evaluate and solve multidisciplinary business problems
- Abilities to integrate a number of aspects of earlier and parallel final year studies in the context of corporate strategic decisions
- Skills in case and company analysis and problem solving

Answer ALL the following questions based primarily on the company's strategic position and choices.

### The report QUESTIONS

- Conduct a detailed analysis of the business environment for a IKEA's furniture and household goods business using macroenvironment (PESTEL) and industry (5 Forces) analysis.
- Conduct an in-depth analysis of the business model and the business level strategy for the company.
- Develop strategic proposals for a significant change to a relevant element of the current strategy to cope with the potential disruptive changes in external environment.

**You are advised to adopt the following structure for your assignment:**

### REPORT STRUCTURE

TITLE PAGE (NAME OF THE COMPANY, STUDENT ID, SEMINAR TUTOR, WORD COUNT)

TABLE OF CONTENTS

INTRODUCTION (5%) {≈ 175 words}

- Introduce the structure and key objectives of the report

MAIN BODY (80%) {≈ 2800 words}

This section should discuss each question. State the question before beginning the answer.

An indicative approach to structuring your answer is below;

	Mark	Answer answer and structure	Word Count ≈
Q1	20%	<ul style="list-style-type: none"> <li>• Use the full rigour of the theory to explain how each factor in the external environment will potentially affect the company</li> <li>• Produce up to date and forward-looking company strategic position in the industry</li> </ul>	700
Q2	35%	<ul style="list-style-type: none"> <li>• An analysis of the value proposition: <ul style="list-style-type: none"> <li>• Using the Value Proposition Canvas is a good idea</li> <li>• You can use the value chain if you prefer</li> </ul> </li> <li>• An analysis of the key resources and capabilities</li> </ul>	1225
Q3	25%	<p>Grounded in analysis across sections:</p> <ul style="list-style-type: none"> <li>• Extra credit for: <ul style="list-style-type: none"> <li>• Discussing which issues are addressed by the company's corporate strategy...</li> <li>• Connection between the implications of the internal and external environment analysis</li> <li>• Creativity</li> <li>• Discussion of possible alternatives</li> </ul> </li> </ul>	750

CONCLUSION (5%) {≈ 175 words}

Conclude with a brief of what you have discussed in the main body.

REFERENCES (5%)

Correct and relevant referencing

PRESENTATION (5%)

This includes good outline, clear signposting, English and writing style

**Criteria for % of marks available:**

**Assessment criteria for the individual report are:**

- **Evidence of a well-planned, organised and structured piece of work including clear conclusions and recommendations**
- **Content and coherence; relevance of the content to the questions set; have the assesment questions been squarely and clearly answered? To what extent does the content develop coherent themes of argument in answering the questions?**

- **Analytical standard; emphasis on analysis rather than repeating descriptive detail from the assessment brief and generic sources; application of theoretical concepts and techniques including financial analysis, to analyse the company's strategic position and options.**
- **Presentation; use of business report format, use of diagrams and visual aids, quality of academic writing and use of English, correct referencing in text and Bibliography.**

<b>Total Mark awarded</b>	<b>Application of course concepts, and evidence of background reading and research (including literature review).</b>	<b>Discussion and analysis of key issues in the case, calculation and solutions</b>	<b>Coherent argument, logical structure, overall presentation of the report, and referencing</b>
70+	Excellent literature review in connection to one theory with at least 5 references to textbook and website material	All questions answered and at least two well-reasoned alternatives discussed	Very well-structured arguments with good design of the sections with well-structured diagrams and very good flow of the report
60- 69	Very good literature review, theory might not being stated but at least 3 references given one of which from the textbook	All questions answered and at least one well-reasoned alternative discussed	Well-structured arguments and design with good flow of the report
50- 59	Good literature review, with at least two website reference	Two questions answered with logical reasoning	Good structure and design
40-49	Adequate review with no logical interrelation between the discussions	One question answered satisfactorily and the remainder include some adequately presented ideas	Adequate structure and design with a reasonable flow of ideas
39 or below	Limited investigation into the background	Limited reasoning and a limited number of ideas suggested	Limited or poor structure and design with a poor flow of ideas