# **ADDITIONAL ASSIGNMENT**

# **MGT382: Strategy and Corporate Governance\_202475**

### Due Date: 24th December, 2024 at 9:00pm Beijing time

### Length: 2250 words +/- 10%

### Value: 30%

### Submission: Email to [FOBJBS-Subject-Admin@csu.edu.au](mailto:FOBJBS-Subject-Admin@csu.edu.au)

Hurdle Assessment: Yes

### **TASK:**

Choose a familiar organisation. Undertake a strategic analysis to identify and discuss key strategic issues/opportunities external to and internal to the organisation.

***Note:*** If you are using an Australian or Chinese organisation, make sure the organisation has sufficient information available online. If the organisation of your choice operates globally, focus on one country, preferably Australia. Focus on one business if the organisation has multiple businesses.

**Your report needs to address the following:**

1. Brief description of the organisation. Include only information relevant to the discussion in your assignment: ownership, size, major products/services, markets of the selected organisation, and the industry in which it operates.

2. External environment analysis using both PESTEL framework and Porter's 5 forces:

* Discuss key challenges and opportunities for the organisation based on the PESTEL framework and evidence from the relevant literature. Include a full PESTEL framework (table format) and assessment of each of the 6 factors in the Appendix. State your conclusions based on the macro-environment analysis (key challenges and opportunities).
* Porter’s 5 forces model assesses the industry's future profitability. EACH force in the model should be discussed. Explanation of the overall impact of each force on the industry's profitability will ensure quality analysis. State your conclusions based on the five-force analysis (key challenges and opportunities) and explain key success factors in the industry.

3. Internal environment analysis. Using the VRIN framework, identify and discuss 3 key organisational resources/competencies that are likely to provide sustainable competitive advantage. The discussion needs to address the relevance of the identified resources/competencies to the organisation's competitive advantage.

4. Concluding discussion on the key issues/opportunities identified in the report and implications for the organisation being analysed.

The report must be based on **at least 10 academic references**.

* For this task, it is essential to study the content of Chapters 1 to 4 of your textbook. Please do this before starting work on the assessment task. You must also conduct independent information searching for relevant data, research, and information relating to the topic.
* The quality of resources that you use to support your argument is very important. Avoid websites such as Wikipedia, that are not always credible. You may use government websites, reputable company websites, and the websites of reputable international bodies such as the World Health Organization, World Bank, International Monetary Fund, and the United Nations. Any Chinese sources that you use must be translated into English in your references.
* You will find some very good resources to assist you in preparing this report in your Student Portal on the Charles Sturt University website. One example of these resources relates to academic writing. Here is a link: <https://student.csu.edu.au/learning-skills/academic-writing>
* Here is a link to the very important resource that you need to reference your work correctly: <https://student.csu.edu.au/learning-skills/referencing>. You will need to log in using your CSU username and password.

### **PRESENTATION:**

Your assessment should be in a report-style format and should include the following content (choose your own appropriate headings and sub-headings):

1. Executive summary
2. Table of contents
3. Introduction (1-2 paragraphs, approximately 200 words)
4. External environmental analysis (approximately 650 words.)
5. External environmental analysis (approximately 650 words.)
6. Identification of key challenges and opportunities (approximately 600 words.)
7. Industry's future profitability and key success factors (approximately 500 words.)
8. Conclusion (approximately 300 words.)
9. Provide in-text citations (with page or section numbers for every in-text citation) and a reference list set out using the APA7 referencing system.  The reference list is to contain ONLY references that have been cited in the body of the report.

* The assessment tasks should be within +/- 10% of the word limit.
* Please note that the cover page, executive summary, table of contents, tables, figures, and reference list are not included in the word count.
* The first page should contain your name, student number, subject code, word count and due date.
* Use 12-point font size, 1.5 line spacing, and page numbers
* Proofread your work so that it is free of spelling, grammar and punctuation mistakes. Use language that is appropriate to academic and professional tasks.
* Develop an overall position and ensure each paragraph contains a specific point that is demonstrated and supported in the paragraph.
* Write in the third person voice. Avoid the use of “I”, “we”, “our” etc.
* Resources and information relating to writing essays can be found in the Student Portal on the Charles Sturt website.

### **MARKING CRITERIA:**

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| **Criterion and weighting** | **Pass (50%-100%)** | **FL (0-49%)** |
| Sources of information are relevant to the questions, credible, acknowledged, traceable and the student's own work. | At least ten (10) in-text citations **and** a reference list to verifiable, credible, and traceable English sources\* in the body of the report.  \*Some Chinese sources will be accepted as data sources when the case study is focused on an industry based in China. English sources will be expected for discussing theory/concepts. | The report does not include at least ten (10) in-text citations and a reference list of traceable, credible English\* sources in the body of the report. **This assessment will not be read and will receive 0 marks.** |
| Introduction and the discussion of concepts/models/theory  (4 marks) | The introduction and discussion  is comprehensive well-articulated, and accurately engages with the range and breath of concepts/ theories from topic area. | Does not meet the standards required for a pass. |
| Analysis based on application of PESTEL framework (6 marks) | Demonstrates a high level of competence in understanding and application of the framework with deep, critical reflection of contextual factors relevant for the specific environment being analysed. Explains and discusses the impacts of each force in the framework on the industry/organisation. | Does not or inadequately applies the framework in conducting the analysis. Analysis is based on insufficient identification and description of each of the forces in the framework and/or insufficient understanding of the contextual factors. |
| Analysis based on application of Porter's five forces model (6 marks) | Demonstrates a high level of competence in understanding and application of the model with deep, critical reflection of contextual factors relevant for the industry being analysed. Explains and discusses the impacts of each force in the framework on the  impact on the industry growth/profitability  and key success factors in the industry. | Does not or inadequately applies relevant concepts and theories in conducting industry/organisation analysis. Analysis is based on insufficient identification and description of each of the forces in the framework and/or insufficient understanding of the contextual factors. |
| Analysis of resources/competencies (7 marks) | Demonstrates a high level of competence in understanding and application of VRIN framework in explaining and discussing critical organisational resources/competencies. Includes deep, critical reflection of contextual factors introduced in the analysis. | Does not or inadequately applies VRIN framework in identifying and describing organisational resources/competencies. Analysis is based on insufficient identification and description of each of relevant resources/competencies and/or insufficient understanding of the contextual factors. |
| Conclusion (4 marks) | Well-constructed and clear conclusion with strong links to main findings in the report. Implications for the organisation are insightful, well explained and justified by the appropriate literature. They demonstrate an insightful understanding of the topic. | Recommendations not evident and/or do not relate to main findings in the report. Explanation and justification missing/unclear/not relevant/do not demonstrate basic understanding of the topic. |
| References and Presentation (3 marks) | Excellent structure of report writing. Ideas are arranged in an outstanding logical, structured and coherent manner. Quality of writing is at a very high standard with no spelling, grammatical, or punctuation errors. An extensive range of relevant literature (beyond 10 articles and reports) has been used. APA7 referencing conventions in both in-text referencing and reference list have been used accurately and consistently. | Report writing structure not followed. There is little, if any, coherent structure to the document. Quality of writing is at a very poor standard. Literature from less than 10 sources, which are not credible or relevant, and are tenuously related to the topic have been referred to. Adherence to APA7 referencing conventions in both in-text referencing and the reference list is minimal or nonexistent. |