

ASSIGNMENT BRIEF



Faculty of Management Assignment Brief

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| Programme: MSc International Management | Level: M |
| Unit Name: Global Strategic Management | Unit Tutor: Dr Danni Liang, Dr Stefanos Marangos |
| Assignment Marker: Dr Danni Liang, Dr Stefanos Marangos | |
| Assignment Title: Individual Report | |
| Feedback method: electronic | |

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| Issue date: 12 September 2022 | Submission date: 19 Dec 2022 at 12.00 noon* <small>*In accordance with University regulations any coursework submitted after the due deadline will be regarded as a late submission and will be awarded the appropriate mark.</small> |
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| Weighting of this assignment: (as % of total coursework assessment for the unit) | 100% |
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It is your responsibility to be aware of University Regulations relating to academic offences and to avoid committing them. The BU definitions and the penalties are listed in: [Academic Offences: Policy & Procedure for Taught Awards](#)

If you are unable to submit your assignment on time due to medical or other mitigating circumstances you must complete a [Mitigating Circumstances form](#) PRIOR to the deadline and submit it for approval.

Details of what you are expected to do:

1. Rationale

The purpose of this assignment is to assess the extent to which you have achieved Intended Learning Outcomes 1 through 3. It gives you an opportunity to develop your understanding of the nature of global markets, and of the managerial and organisational competences required for operating in them, which requires the ability to identify, analyse and evaluate infrastructures, resources, processes and mechanisms crucial to the growth and sustainability of business operations in a global setting.

2. The learning outcomes being assessed:

1. critically evaluate a range of concepts and theories on global strategic management;
2. apply appropriate frameworks, models or concepts for the analysis, development, and implementation of global strategies for a specific organisation;
3. justify the selection of international markets as part of global strategy development for a specific organisation.

3. Assignment Tasks

Carry out the following tasks in a max. 3000-word (no further +10% allowed) typewritten **individual** report. The aim of this report is to advise the management team of one of the chosen company about entering a new international market, by proposing a 5-year internationalisation strategy (for 2022-2027).

Carry out a strategic analysis for **one** of the following companies **only!**:

- **Currys plc (a United Kingdom-based company engaged in the sale of consumer electronics and mobile technology products and services)**
- **Greggs plc (a United Kingdom-based food-on-the-go retailer company)**

Part 1:

Carry out a strategic analysis and identify the potential international market for chosen company that should include:

a) Analysis and evaluation of relevant external and internal environments for the chosen company

Two theoretical models/ tools (1 external and 1 internal) of your choice should be used for analysing both the environments)

b) Selection of appropriate new country market for the chosen company.

Based on your strategic analysis, you need to identify which country is the most appropriate market to enter. You not only need to propose a selection of markets but also to explain the logic and mechanics behind your selection process, in order to show and justify the rationale not only for including specific markets but also for excluding others (Construct a country attractiveness/competitive strength matrix for chosen company, compare three countries within one continent)

Example countries in Five continents:

Asia: China, Japan, South Korea, Singapore, India, Iran

Europe: France, Germany, Italy, Russia, Poland,

Africa: Egypt, South Africa, Libya, Kenya

America: The United States, Canada, Brazil, Mexico, Argentina

Oceania: Australia, New Zealand

More countries list can be found: https://simple.wikipedia.org/wiki/List_of_countries_by_continents

c) Introduce Entry-mode strategies for selected country markets.

What would be the best entry-mode strategies in the chosen market for your company, what are the advantages and disadvantages of possible entry-mode strategies, Justify your decisions on the basis of evidence.

Part 2:

On the basis of the strategic analysis and market selection carried out in Part 1, formulate business strategies for your chosen market for your company, consisting of recommendations for:

- d) Functional strategies, including 4p, marketing, and operations decisions.**
- e) Future perspective with strategic plans on how to sustain their business in global markets**

Justify your recommendations with fully referenced research evidence derived from the analysis and evaluation of information from your individual and action-learning set research, as well as with logical arguments using appropriate theories.

The assignment is an individual report that builds on the research and analysis discussed in the ALA sessions (presentation and feedback, in week 6 and 10). You are required to write the assignment report individually; however, you are allowed to build on the material and ideas that emerged from the collaborative learning process during the work of your action-learning set (ALS).

3. Submission details:

Your report should include the following section with indicative word count:

- **Executive Summary (300 words)**
- **A brief introduction of the task and themes you are discussing (250 words)**
- **Part 1 (1100 words)**
- **Part 2 (1100 words)**
- **A brief conclusion of your research outcome (250 words)**

----- **[3,000 words, without referencing list and appendices]**

- **Reference list**
- **Supporting Appendices**

Submit your individual report as an electronic MS Word document (.docx or .doc file format) via the unit's Turnitin submission box on Brightspace by the deadline. Use A4 document size, Times New Roman size 12 font, 1.5 spaced lines, and 2.54 cm margins.

The maximum word count limit for this report is 3,000 words. The report must be correctly referenced, using the Harvard Referencing system (Author-Date method), with both in-text references and a References list after the main body of the text. The 3,000 word count limit includes tables and charts placed in the body of the text but it excludes the reference list, the title page, table of contents, and material included in the appendices.

Please clearly indicate the word count on your title page.

There is no formal penalty based on a mathematical formula for exceeding the 3,000-word limit; however, inability to stay below the limit will be considered as a negative characteristic during the assessment process (taken as a proof of lack of editing) and will normally result in a lower mark, to account for the unfair advantage in opportunities for additional expression the extra word count may have provided.

Your work should be referenced correctly, using the BU Harvard system. Failure to reference correctly, both in the main body and in the Appendices, will result, as a minimum, in marks being deducted and, if appropriate, in the instigation of Assessment Offence procedures;

You must include a References List, produced in the Harvard style, listing all resources consulted in the course of producing the assignment;

The Appendices are supportive but not material information. If information in Appendices is essential for understanding of the text than a summary should be communicated within the main text.

Referencing

Referencing correctly is critical for this (and well as any) assignment, so that you avoid being accused of 'plagiarism'.

Plagiarism involves presenting someone else's work as if it were your own by paraphrasing, summarising or quoting without citation or giving a full reference.

You **must** acknowledge your source every time you refer to someone else's work. Failure to do so amounts to plagiarism, which is against the University rules and is a serious offence. Further information about plagiarism and self-plagiarism can be found on the Plagiarism webpages at <http://libguides.bournemouth.ac.uk/bu-referencing-harvard-style> and within the document 6H – Academic Offences: Policy and Procedure for Taught Awards available via the BU Student Portal and on the community on Brightspace.

Please also ensure you access the Harvard Referencing resources, as these provide invaluable information on understanding plagiarism and how to avoid committing an academic offence at Bournemouth University.

All students should read the policy document so that they are aware of the possible penalties for Academic Offences. There is a scale of penalties depending on the severity of the offence and can ultimately involve:

- Resubmission of the assessment and the resubmission mark capped at 50% or
- Repeat the unit completely and all marks will be capped at 50% or
- Repeat a complete level of study or
- Withdrawal from the University without any credits

4. Assessment criteria and weightings

Part 1 and 2 and their subtasks have not been assigned specific weights, thus there is only one overall mark for the assignment.

Your paper is going to be assessed on the basis of how it demonstrates your knowledge of research on contemporary issues and trends concerning global strategic management, and your ability to 1) critically evaluate a range of concepts and theories on global strategic management; 2) identify, select and apply appropriate frameworks, models or concepts for the analysis and development of international and/or global strategies for the case study organisation; and 3) identify, analyse and select global markets as part of the international and/or global strategy development of the case study organisation.

Your paper is going to be assessed according to the extent to which it meets the following criteria (in addition to the University's Generic Level M Assessment Criteria, of which these are a partial specification):

A very good or excellent paper (mark of 70+) would do all or most of the following:

- Answers all the questions set in the assignment brief exhaustively.
- Is coherent across all the sections (no contradictions).
- Is based on an extensive list of references which are successfully used in the text to support assertions.
- Has a relevant appendix with supporting information that is helpful and further shows extent of analysis and research.
- All strategies are clearly formulated and justified through reasoning, appropriate use of concepts, theories, models or frameworks.
- Strategic recommendations are specific (e.g. specifies number of subsidiaries, outlets etc. to be opened, where, and over what time period) and actionable.
- The strategies are realistic, feasible, and convincingly justified.
- The strategic recommendations are creative and based on information that has been critically evaluated.
- The information is successfully communicated, meaning that it is easy to read and follow the argument.
- Tables and charts are used successfully to support text.

A good paper (mark of 60-69) still accomplishes much of the above, but it is less creative, more predictable, has less (though still a significant amount of) research, the research findings are not used as successfully to support the strategic recommendations as above, the quality of the argumentation and writing is uneven, with some excellent or very good sections, and some mediocre or weak ones. However, overall the assignment questions are answered and theories and concepts are generally correctly used.

An adequate paper (pass mark of 50-59) still answers most of the questions, but the argumentation is less successful in using theories and evidence to support assertions than above. There is much less evidence of research, and the research findings are not always linked to assertions to justify them. There may be errors in reasoning and the use of theories (showing some attempts at applying analytical tools but not entirely correctly or not resulting in relevant conclusions), showing some lack of understanding. The recommendations lack sufficient justification. On the whole information has not been sufficiently analysed and evaluated; therefore the paper tends to be descriptive, rather than analytical and evaluative.

A paper with fail mark (0-49) fails to answer most or all of the assignment questions properly. There is very little or no research evidence; or connections are lacking between research evidence and the assertions presented. The paper is descriptive, summarizing external information, without analysing and evaluating it. There is a lack of application of theories or major errors in their application, showing lack of understanding. There are contradictory strategies proposed in different sections of the paper, resulting in the lack of a coherent overall approach. The paper is incoherent or incomprehensible. The strategies are unrealistic and unfeasible. Inadequate referencing and poor paraphrasing of external text.

Specific task-related considerations:

The purpose of the assignment is to come up with a credible selection of country markets and respective entry modes and functional, structural, and control strategies that offer opportunities for the internationalisation of the products and services of the case study organisation. In order to accomplish this, there has to be a) significant and relevant research about the internal factors of the organisation and the global business environment, b) appropriate use of a variety of relevant analytical tools, c) a clear explanation of the various market and entry-mode selection processes, and 4) appropriate linking of research evidence to assertions, propositions, and recommendations (strategies).

An **excellent (70+)** and **good (60+)** paper is able to show the entire logic of the selection processes (which is simultaneously an opportunity recognition process) from all the countries in the world (as specified by the assignment brief) to a select few. This would consist of a clear definition and appropriate application of a series of criteria involving multiple steps of filtering, until arriving at the final result. An **adequate (50+)** paper would present a selection of countries, and the suitability of the countries would be adequately justified; however, the selection process of how these countries were selected would not be sufficiently clear or justified. A **poor paper (fail)** would not offer sufficient justification for the selected countries and there would be no apparent or comprehensible logic for their selection.

An **excellent** or **good** paper would make extensive use of research data to back up both the selection processes and the justification of the suitability of the selected countries, the respective proposed entry modes, and the functional, structural, and control strategies. An **adequate** paper would have noticeably less evidential support, while a **fail** paper would have very little supporting evidence to justify claims.

HELP AND SUPPORT

- The assignment will be discussed in lectures, workshops, collaborative student-managed learning sessions and during the action-learning set presentations. See unit guide for further details.
- You must acknowledge your source every time you refer to others' work, using the Harvard Referencing system (Author Date Method). Failure to do so amounts to plagiarism which is against University regulations. Please refer to www.bournemouth.ac.uk/library for the University's guide to citation in the Harvard style.
- Students with Additional Learning Needs may contact Learning Support on www.bournemouth.ac.uk/disability_support.
- General academic support is available via the Academic Skills community on Brightspace.
- Additional support is provided by the Faculty. International postgraduate students should contact the Programme Administrator to make an appointment. They are all based in the 4th floor of the Executive Business Centre.
- If you have any valid mitigating circumstances that mean you cannot meet an assignment submission deadline and you wish to request an extension, you will need to complete and submit the Mitigating Circumstances Form for consideration to your Programme/Framework Administrator together with appropriate supporting evidence (e.g., GP note) normally before the coursework deadline. Further details on the procedure and the mitigating circumstances form can be found at www.bournemouth.ac.uk/student/mitigating. Please make sure you read these documents carefully before submitting anything for consideration.

Disclaimer: The information provided in this assignment brief (**version number: 1**) is correct at time of publication. In the unlikely event that any changes are deemed necessary, they will be communicated clearly via e-mail and/or Brightspace and a new version of this assignment brief will be circulated.