

BPP Coursework Cover Sheet

Please use the table below as your cover sheet for the 1st page of the submission. The sheet should be before the cover/title page of your submission.

Programme	MSc Management
Module name	Global Strategy and Sustainability
Schedule Term	
Student Reference Number (SRN)	
Report/Assignment Title	
Date of Submission <i>(Please attach the confirmation of any extension received)</i>	
<p><u>Declaration of Original Work:</u></p> <p>I hereby declare that I have read and understood BPP's regulations on plagiarism and that this is my original work, researched, undertaken, completed and submitted in accordance with the requirements of BPP School of Business and Technology.</p> <p>The word count, excluding contents table, bibliography and appendices, is ____ words.</p> <p>Student Reference Number: _____ Date: _____</p>	
<p>By submitting this coursework, you agree to all rules and regulations of BPP regarding assessments and awards for programmes. Please note, submission is your declaration you are fit to sit.</p> <p>BPP University reserves the right to use all submitted work for educational purposes and may request that work be published for a wider audience.</p> <p>BPP School of Business and Technology</p>	

MSc Management

Global Strategy and Sustainability

Coursework Assessment Brief

Submission mode: **Turnitin online access**

1. General Assessment Guidance

- Your summative assessment for this module is made up of this Coursework and Presentation slides submission which accounts for 100% of the marks.
- **Please note late submissions will not be marked.**
- You are required to submit all elements of your assessment via **Turnitin online access**. Only submissions made via the specified mode will be accepted and hard copies or any other digital form of submissions (like via email or pen drive etc.) **will not be accepted**.
- For coursework, the submission word limit is 3000 words. You must comply with the word count guidelines. You may submit LESS than 3000 words but not more. **Word Count guidelines can be found on your programme home page and the coursework submission page. Part B - Presentation has no word limit but the limit for number of slides is 8 – 10, including references and cover slide).**
- **Do not put your name or contact details anywhere on your submission**. You should only put your student registration number (SRN) which will ensure your submission is recognised in the marking process.
- A total of 100 marks are available for this module assessment, and you are required to achieve minimum 50% to **pass** this module.
- You are required to use only Harvard Referencing System in your submission. Any content which is already published by other author(s) and is not referenced will be considered as a case of plagiarism.
- *You can find further information on Harvard Referencing in the online library on the Hub (Found via Help&Support). You can use the following link to access this information:*
<http://bpp.libguides.com/Home/StudySupport>
- BPP University has a strict policy regarding authenticity of assessments. In proven instances of plagiarism or collusion, severe punishment will be imposed on offenders. You are advised to read the rules and regulations regarding plagiarism and collusion in the GARs and MOPP which are available on HUB in the Academic registry section (Found via Help&Support).
- You should include a completed copy of the **Assignment Cover sheet**. Any submission without this completed Assignment Cover sheet may be considered invalid and not marked.

2. Assessment Brief

This module is assessed through one graded element worth 100%. You must achieve at least 50% to pass this module.

PART A - BUSINESS REPORT (70 MARKS)

In the role of a **Management Consultant**, you are invited by the **CEO of Dyson** to their headquarters. They have secured permission from Dyson's Board of Directors (BoD) to **review and upgrade their** global strategies in Europe, Africa, the Middle East and Asia. In view of this background, you are required to undertake a strategy upgrade of **Dyson** and provide a business **REPORT** to the CEO on further growth opportunities and sustainability of this growth into Europe, Africa, the Middle East, and Asia using the techniques and concepts covered in the module.

PART B – POWERPOINT PRESENTATION (30 MARKS)

In the role of a Management Consultant, you are required to design a short PowerPoint Presentation to the CEO of Dyson on how they can sustain their growth and profitability in the contemporary business environment. The models of Sustainability discussed on the module will be used.

DYSON CASE STUDY – BACKGROUND READING: AVAILABLE IN THE CORE TEXTBOOK (Page 205) VIA THE HUB AND OPEN SOURCED (PUBLICLY ACCESSIBLE) ON THE INTERNET.

De Wit, B (2020), Strategy, An International Perspective; 7th edition, Cengage Learning EMEA, Andover, Hampshire

IN ADDITION TO THE BACKGROUND READING ABOVE, STUDENTS ARE EXPECTED TO CONDUCT THEIR OWN INDEPENDENT RESEARCH FOR THIS COMPANY.

Dyson MANAGEMENT CONSULTANCY REPORT

PART A- Business Report (3000 words) – 70 MARKS

In the role of a **Management Consultant**, you are invited by the **CEO of Dyson** to their headquarters. They have secured permission from Dyson's Board of Directors (BoD) to **review and upgrade their** global strategies in Europe, Africa, the Middle East, and Asia. In view of this background, you are required to undertake a strategy upgrade of **Dyson** and provide a business **REPORT** to the CEO on further growth opportunities and sustainability of this growth into Europe, Africa, the Middle East, and Asia using the techniques and concepts covered in the module.

- **Task 1 – The External and Internal Environment (15 Marks)**
 - Identify and critically analyse the **external** and **internal** environment for Dyson. using relevant models. Note that you **cannot** use SWOT analysis as the CEO needs a detailed and thorough understanding of each part of the business environment.
 - Determine Dyson's current sources of competitive advantage and critically evaluate how they maintain and build on this competitive advantage.
 - *Support your arguments with academic literature and references to other similar real companies.*

- **Task 2 – Strategy in the Global Environment (15 Marks)**
 - Using a relevant model, critically evaluate the **motives** for Dyson's international expansion into Europe, Africa, the Middle East and Asia and briefly explain how this impacts their overall company strategy.
 - Using a relevant model, identify the **Strategic Option(s)** of Internationalisation which will suit Dyson attempting to enter Europe, Africa, the Middle East and Asia.
 - **Apply** at least **THREE** Entry Strategies to illustrate how Dyson can enter and compete in Europe, Africa, the Middle East and Asia based on the research conducted.
 - *Support your arguments with academic literature and references to other similar real companies.*

- **Task 3 – Corporate Strategy (15 Marks)**
 - Analyse and evaluate how Dyson can improve its supply chain globally by **applying** Corporate Strategies like Horizontal Integration, Vertical Integration, Outsourcing, Strategic Alliances and so on.
 - Using a suitable model or framework, show how Dyson can increase their **profitability**.
 - *Support your arguments with academic literature and references to other similar real companies.*

- **Task 4 – Strategic Purpose – Ethics and CSR (15 Marks)**
 - Analyse and evaluate Dyson's CSR strategy using a relevant CSR model and use a theory to provide recommendations for any improvements needed.

- Using relevant concepts/theory, identify and critically discuss the main ethical issues which Dyson currently face and provide recommendations as to how they can address these ethical issues.
- *Support your arguments with academic literature and references to other similar real companies.*

Presentation and Structure (10 Marks)

Word count: 3000 words

Your report structure should include the following sections:

Cover page (University cover sheet)

Table of Contents

List of Abbreviations (if appropriate)

Introduction

Task 1 – The External and Internal Environment

Task 2 – Strategy in the Global Environment

Task 3 – Corporate Strategy

Task 4 – Strategic Purpose – Ethics and CSR

Concluding remarks

References

Appendix (The last one should be the PowerPoint Presentation)

Word count – only applies to the main body (shown in bold); i.e., cover page, table of content, list of abbreviations, references, assessment self-evaluation and appendix are not part of the 3000-word count.

Tip for Mapping the Assessment towards Module Topics and Module Learning Outcomes (LOs)

Assessment Task	Module Topics	Marks	Module LOs
Task 1 – The External & Internal Environment	External Analysis – Opportunities and Threats Internal Analysis – Distinctive competencies, profitability and competitive advantage	15	LO1: Critically analyse the internal and external business environment as sources of competitive advantage to facilitate a global strategy.
Task 2 – Strategy in the Global Environment	Strategy in the Global Environment – profit growth through global expansion	15	LO3: Evaluate the implications of global strategy to management practice within a business environment.
Task 3 – Corporate Strategy	Corporate Strategy – diversification, integration and outsourcing	15	LO2: Critically evaluate both strategic direction and strategic options in complex business environments.

Task 4 – Strategic Purpose - Ethics and CSR	Strategic Purpose – Ethics and CSR	15	LO4: Assess and apply suitable frameworks and ideas to formulate and control sustainability for organisations in a global context.
Report Presentation and Structure		10	
Total		70	

PART B- POWERPOINT PRESENTATION – 30 MARKS

Your PowerPoint presentation should contain the following: -

Slides	Content	Marks
1	Title of presentation Student SRN No Date	N/A
2	Agenda	N/A
3	Apply a suitable stakeholder management model (ideally Mendelow's Matrix) in mapping Dyson's stakeholders.	6
4	Identify one INTERNAL STAKEHOLDER based on the above and provide a clear analysis of their power, interest and expectations relating to Dyson.	6
5	Identify one EXTERNAL STAKEHOLDER based on the above and provide a clear analysis of their power, interest and expectations relating to Dyson.	6
6	Based on your analysis, provide recommendations for improving engagement with some of the identified stakeholders.	4
7	References	4
N/A	Overall presentation and structure	4
TOTAL		30 MARKS

Please use a maximum of 8 to 10 slides to complete Part B - PowerPoint Presentation.

Please add all PowerPoint slides at the end of your report, as part of the appendix. Please ensure that your PowerPoint slides are saved correctly within the appendix section and are visible. You can do this by taking SCREEN SNIP, PHOTOSHOOT or by COPYING/PASTING your PowerPoint presentation slides one after another within the appendix section of the report so that only one document in the form of the Report plus the PowerPoint presentation is submitted. Please discuss this with your class tutor and Module Leader should you require further clarity or guidance on this.

No hyperlinks will be accepted for Part B.

If you have any further questions about this coursework assignment, please contact the Module Leader or the tutor.

PART B – POWERPOINT PRESENTATION

Tip for Mapping the Assessment towards Module Topics and Module Learning Outcomes (LOs)

Assessment Task	Module Topics	Marks	Module LOs
In the role of a Management Consultant, you are required to design a short PowerPoint Presentation to the CEO of Dyson on how they can sustain their growth and profitability in the contemporary business environment. The models of Sustainability discussed on the module will be used.	Strategic Purpose - Sustainability	30	LO4: Assess and apply suitable frameworks and ideas to formulate and control sustainability for organisations in a global context.
Total		30	

Marking Guide

The assignment is marked out of 100 and counts towards 100% of your module mark. The following table shows the guidelines, marks and marking rubric:

Assignment task	Fail (0-39%)	Low Fail (40-49%)	Pass (50-59%)	Merit (60-69%)	Distinction (70-100%)
Task 1 of the report (15% weighting, LO1)	<p><u>Guidelines:</u></p> <ul style="list-style-type: none"> Identify and critically analyse the external and internal environment for Dyson using relevant models. Note that you cannot use SWOT analysis as the CEO needs a detailed and thorough understanding of each part of the business environment. Determine Dyson’s current sources of competitive advantage and critically evaluate how they maintain and build on this competitive advantage. 				
	<p><i>Weak knowledge of the Internal and External Global Environment, with some omissions and/or lack of models of the analysis of the Global environment showing inadequate knowledge, omissions and/or lack of application of critical analysis and or competitive advantages arising from the analysis of the Global Environment.</i></p>	<p><i>Limited knowledge of the Internal and External Global Environment, which begins to explore and analyse the Global Environment using models with some originality and lacking or showing limited critical factors and the competitive advantages arising.</i></p>	<p><i>Satisfactory knowledge of models for analysing the internal and external Global environment, exploring and analysing competitive advantage(s) with some originality, detail and autonomy. Satisfactory critical evaluation supported by solid, well-reasoned arguments.</i></p>	<p><i>Good knowledge of models in exploring and analysing the Internal and External Global Environment, its theory issues with considerable originality and autonomy, detailing competitive advantage(s) arising and how to maintain these competitive advantages</i></p>	<p><i>Excellent information and knowledge which deeply and critically explores and analyses the Internal and External Global Environment, using theory and Models with clear originality and autonomy, detailing competitive advantage(s) arising and how to maintain these competitive advantages.</i></p>
Task 2 of the report (15% weighting, LO3)	<p><u>Guidelines:</u></p> <ul style="list-style-type: none"> Using a relevant model, critically evaluate the motives for Dyson’s international expansion into Europe, Africa, the Middle East and Asia and briefly explain how this impacts their overall company strategy. 				

	<ul style="list-style-type: none"> ○ Using a relevant model, identify the Strategic Option(s) of Internationalisation which will suit Dyson attempting to enter Europe, Africa, the Middle East and Asia. ○ Apply at least THREE Entry Strategies to illustrate how Dyson can enter and compete in Europe, Africa, the Middle East and Asia based on the research conducted. 				
	<p><i>Weak knowledge and lack of Market Entry Models based on the motives for entry, the strategic option(s) available and general entry strategies which fails to explore and analyse market entry models, showing an inadequate knowledge and omissions. to the thoughts and practices related to market entry required.</i></p>	<p><i>Limited knowledge of market entry models, motives for entry, the strategic option(s) available and general entry strategies which begins to explore and analyse market entry models. Lack of recommendations of entry models supported by reasoned arguments.</i></p>	<p><i>Satisfactory knowledge of market entry models based on the motives for entry and general entry strategies. Emerging application of thoughts and practices at the forefront of the theory of global entry strategies. Satisfactory recommendations supported by solid, well-reasoned arguments.</i></p>	<p><i>Good knowledge which critically analyses Market Entry Models, motives for entry, the strategic option(s) available and general entry strategies. Emerging application of thoughts and practices at the forefront of the theory of global entry strategies. Satisfactory recommendations supported by solid, well-reasoned arguments.</i></p>	<p><i>Excellent information and knowledge which deeply explores and critically analyses the Market Entry Models derived from the motives of entry, the strategic option(s) available and general entry strategies. Emerging application of thoughts and practices at the forefront of market entry. Satisfactory recommendations supported by solid, well-reasoned arguments. with clear originality and autonomy, detailing how the entry strategies can be set up.</i></p>
<p>Task 3 of the report (15% weighting, LO2)</p>	<p><u>Guidelines:</u></p> <ul style="list-style-type: none"> ○ Analyse and evaluate how Dyson can improve its supply chain globally by applying Corporate Strategies like Horizontal Integration, Vertical Integration, Outsourcing, Strategic Alliances and so on. ○ Using a suitable model or framework, show how Dyson can increase their profitability. 				

	Weak knowledge and lack of understanding of Corporate Strategy Models which fails to explore and analyse corporate strategy and profitability, showing an inadequate knowledge and omissions in the discussion of corporate strategy to the thoughts and practices related to corporate strategy.	Limited knowledge of different aspects of Corporate Strategy and models of corporate strategy and their applicability in increasing profitability. Lack of originality, detail, and autonomy. No recommendations within the corporate strategy through reasoned arguments.	Satisfactory knowledge of different aspects of Corporate Strategy using models. Explores and analyses the theory of corporate strategy and ways of increasing profitability with some originality, detail and autonomy. Satisfactory recommendations supported by solid, well-reasoned arguments.	Good knowledge which critically analyses different aspects of Corporate Strategy and analysis of how profitability can be increased with a Model that show supply chain dynamics. Emerging application of thoughts and practices at the forefront of corporate strategy. Satisfactory recommendations supported by solid, well-reasoned arguments.	Excellent information and knowledge which deeply explores and critically evaluates the different aspects of Corporate Strategy and how profitability can be increased Emerging application of thoughts and practices at the forefront of corporate strategy. Satisfactory recommendations supported by solid, well-reasoned arguments with clear originality and autonomy, detailing how the corporate strategies can be set out.
Task 4 of the report (15% weighting, LO4)	Guidelines: <ul style="list-style-type: none"> Analyse and evaluate Dyson’s CSR strategy using a relevant CSR model and use a theory to provide recommendations for any improvements needed. Using relevant concepts/theory, identify and critically discuss the main ethical issues which Dyson currently face and provide recommendations as to how they can address these ethical issues. 				
	Weak knowledge and lack of understanding of Strategic Purpose - Corporate Social	Limited knowledge of different aspects of Strategic Purpose - Corporate Social	Satisfactory knowledge of different aspects of Corporate Social Responsibility (CSR) and	Good knowledge which critically analyses different aspects of Corporate Social	Excellent information and knowledge which deeply explores and critically evaluates the

	<p>Responsibility (CSR) and Ethics, showing an inadequate knowledge and omissions in the discussion of Corporate Social Responsibility to the thoughts and practices related to Corporate Social Responsibility and Ethics.</p> <p>Weak knowledge and lack of understanding of theory(s) for recommending improvements in CSR and Ethics.</p>	<p>Responsibility (CSR) and Ethics. Lack of originality, detail and autonomy.</p> <p>No recommendations within the Strategic Purpose - Corporate Social Responsibility (CSR) and Ethics through reasoned arguments.</p> <p>Limited knowledge and understanding of theory(s) for recommending improvements in CSR and Ethics.</p>	<p>Ethics with models.</p> <p>Explores and analyses the theory of CSR and Ethics with some originality, detail and autonomy.</p> <p>Satisfactory recommendations supported by solid, well-reasoned arguments of CSR and Ethics within the discussion.</p> <p>Satisfactory knowledge and understanding of theory(s) for recommending improvements in CSR and Ethics.</p>	<p>Responsibility (CSR) and Ethics with models that show how the organisation can resolve ethical issues.</p> <p>Application of emerging thoughts and practices at the forefront of Strategic Purpose (CSR and Ethics).</p> <p>Satisfactory recommendations supported by solid, well-reasoned arguments within the discussion.</p> <p>Good knowledge and understanding of theory(s) for recommending improvements in CSR and Ethics.</p>	<p>different aspects of Strategic Purpose - Corporate Social Responsibility (CSR) and Ethics that show how the organisation can resolve. Application of emerging application of thoughts and practices at the forefront of Strategic Purpose (CSR and Ethics).</p> <p>Critical recommendations supported by solid, well-reasoned arguments with clear originality and autonomy, detailing how the Strategic Purpose (CSR and Ethics) can be used to generate sustainable growth.</p> <p>Excellent knowledge and understanding of theory(s) for recommending improvements in CSR and Ethics.</p>
Report Presentation and Structure (10%)	<p><u>Guidelines:</u></p> <ul style="list-style-type: none"> • Clear structure and layout • Writing style: professional and concise 				

	<ul style="list-style-type: none"> Appropriate Harvard referencing: range and credibility of the sources use and correct application of Harvard referencing style throughout report and appendices 				
	<i>Weak references with errors or inconsistencies. Inadequate structure and expression.</i>	<i>Limited appropriate references with minor errors. Limited use of appropriate structure and expression.</i>	<i>Satisfactory with full and appropriate references. Satisfactory structure, layout and mainly accurate expression.</i>	<i>Good with precise, full and appropriate references. Well-structured layout and professional and accurate expression.</i>	<i>Excellent with precise, full and appropriate references. Outstanding structure, layout and professional and accurate expression.</i>
Part B - POWERPOINT PRESENTATION (30% including presentation structure)	Guidelines: <ul style="list-style-type: none"> Apply a suitable stakeholder management model (ideally Mendelow’s Matrix) in mapping Dyson’s stakeholders. Identify one INTERNAL and EXTERNAL STAKEHOLDER based on the above and provide a clear analysis of their power, interest and expectations relating to Dyson. Provide relevant recommendations for improving engagement with identified stakeholders to support Sustainability. Appropriate Harvard referencing: Range and credibility of the sources used and correct application of Harvard Referencing style throughout the presentation and speaker notes. Overall presentation and structure of the PowerPoint slides. 				
	<i>Weak knowledge of a stakeholder management model for mapping stakeholders and lack of analysis of one internal and one external stakeholder in in providing analysis of their power, interest and expectations in relation to sustainability and growth of the organisation in the global context.,</i> Weak knowledge of	<i>Limited knowledge of a stakeholder management model for mapping stakeholders and lack of analysis of one internal and one external stakeholder in in providing analysis of their power, interest and expectations in relation to sustainability and growth of the organisation in the global context.</i> Limited knowledge of	<i>Satisfactory outline of a stakeholder management model for mapping stakeholders and satisfactory of analysis of one internal and one external stakeholder in providing analysis of their power, interest and expectations in relation to sustainability and growth of the organisation in the global context. A</i>	<i>Good analytical knowledge which critically analyses a stakeholder management model for mapping stakeholders and a good critical analysis of one internal and one external stakeholder in providing analysis of their power, interest and expectations in relation to sustainability and growth of the</i>	<i>Excellent information and knowledge which deeply explores and critically analyses a stakeholder management model for mapping stakeholders and an excellent analysis of one internal and one external stakeholder in analysing their power, interest and expectations in relation to sustainability and growth of the organisation in</i>

	<i>relevant recommendations in improving engagement with identified stakeholders.</i>	<i>relevant recommendations in improving engagement with identified stakeholders.</i>	Satisfactory outline of recommendations in improving engagement with identified stakeholders.	organisation in the global context. A good outline of recommendations in improving engagement with identified stakeholders.	the global. An excellent outline of recommendations in improving engagement with identified stakeholders.
	Weak references and recommendations with minor or insignificant errors or omissions. Lacking credibility Weak overall presentation and structure.	Limited use of appropriate references, recommendations and with minor or insignificant errors. Limited overall presentation and structure.	Satisfactory with precise, full and appropriate references recommendations and notes. Limited overall presentation and structure.	Good with precise, full and appropriate references, recommendations and of a high standard. Good overall presentation and structure.	Excellent with precise, full and appropriate references recommendations and notes of near-publishing standard. Excellent overall presentation and structure.