



## UNSW Course Outline

# ZBUS3108 Business Strategy Implementation - 2024

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## General Course Information

Course Code : ZBUS3108

Year : 2024

Term : Semester 1

Teaching Period : Z1

Is a multi-term course? : No

Faculty : UNSW Canberra

Academic Unit : UC School of Business

Delivery Mode : In Person

Delivery Format : Standard

Delivery Location : UNSW Canberra at ADFA

Campus : UNSW Canberra

Study Level : Undergraduate

Units of Credit : 6

### Useful Links

[Handbook Class Timetable](#)

## Course Details & Outcomes

### Course Description

It is widely accepted that identifying and developing a list of strategies is only one, albeit necessary, part of delivering effective business outcomes; effective implementation is also critical. In an uncertain and globalised business world, there are few 'universal truths' in the field

of strategic management. What is clear are the different perspectives that can help senior managers and executives in the continuous process of analysing business situations and emerging industry and societal trends and gaining a clearer understanding of the implications of these considerations on the implementation of business strategy.

In ZBUS3108, students are introduced to some of the recognised perspectives on managing the organisational dynamics of strategy implementation. The intent is to challenge you to understand and adapt one or more of these perspectives to develop your own approach to deal with strategic issues such as business uncertainty, resource constraints, personnel management, and cultural change. The focus is on translating theoretical frameworks into practice through the analysis of organisational case studies, using such analysis as the foundation to develop practical insights into strategy implementation.

## Course Aims

ZBUS3108 introduces students to some of the recognised perspectives on managing the organisational dynamics of strategy implementation. Its key aims include developing students' capacity to:

- Identify and analyse key issues pertaining to strategy implementation and how they influence potential organisational success,
- Synthesise strategy implementation theory and practice to demonstrate potential impacts on organisational outcomes,
- Evaluate the potential impacts of management choices on business strategy implementation, and
- Create strategic plans designed to address organisational challenges.

The course serves as the coursework companion to ZBUS3104 Business Capstone (Work Practice Project). The content covered and skills developed in ZBUS3108 complement those required to complete a work-integrated learning programme.

# Course Learning Outcomes

Course Learning Outcomes
CLO1 : Identify and analyse key issues pertaining to strategy implementation and how they influence potential organisational success.
CLO2 : Synthesise strategy implementation theory and practice to demonstrate potential impacts on organisational outcomes.
CLO3 : Evaluate the potential impacts of management choices on business strategy implementation.
CLO4 : Create strategic plans designed to address organisational challenges.

Course Learning Outcomes	Assessment Item
CLO1 : Identify and analyse key issues pertaining to strategy implementation and how they influence potential organisational success.	<ul style="list-style-type: none"><li>• Case Study Analysis</li><li>• Business Strategy Plan</li></ul>
CLO2 : Synthesise strategy implementation theory and practice to demonstrate potential impacts on organisational outcomes.	<ul style="list-style-type: none"><li>• Case Study Analysis</li><li>• Business Strategy Plan</li></ul>
CLO3 : Evaluate the potential impacts of management choices on business strategy implementation.	<ul style="list-style-type: none"><li>• Literature Review</li><li>• Business Strategy Plan</li></ul>
CLO4 : Create strategic plans designed to address organisational challenges.	<ul style="list-style-type: none"><li>• Literature Review</li><li>• Business Strategy Plan</li></ul>

## Learning and Teaching Technologies

Moodle - Learning Management System | Echo 360

## Learning and Teaching in this course

ZBUS3108 serves as the coursework companion to ZBUS3104 Business Capstone (Work Practice Project). The content covered and skills developed in ZBUS3108 complement those required to complete a work-integrated learning programme.

ZBUS3108's teaching strategy divides into two complementary halves: (i) the lectures and readings introduce strategic management theories, concepts, and approaches applied to organisational case studies and (ii) the tutorials and assessments engage with different aspects of researching and drafting a "major project" assessment task. In ZBUS3108, the "major project" is a Business Strategy Plan.

## **Workload**

Students are expected to undertake an average of 10 hours of study per week for a 6 UOC course. This includes engagement with course readings and other activities, assessment preparation and research, as well as contact time with the lecturer and fellow students.

## **Other Professional Outcomes**

### **Developing Program Attributes**

Students will be encouraged to develop the following School of Business program attributes by undertaking the course activities and mastering the knowledge content:

#### **1: Business knowledge**

Students will identify and apply disciplinary knowledge to organisational situations in local and global environments.

#### **2: Problem solving**

Students will define and address organisational problems through the application of rigorous analysis and appropriate frameworks, tools, and standards.

#### **3: Business communication**

Students will prepare written documents that are clear and concise, using appropriate style and presented for the intended audience, purpose, and context.

#### **4: Teamwork**

Students will interact and collaborate effectively with others in team-based work groups.

#### **5: Responsible business practice**

Students will identify, assess, and apply relevant ethical frameworks to organisational analyses.

#### **6: Global and cultural competence**

Students will demonstrate awareness of the global business environment and articulate cultural norms, beliefs, and values.

#### **7: Leadership development**

Students will demonstrate capacity for self-leadership and learning from reflection on experience.

## Developing Graduate Capabilities

Successful completion of this course contributes to the acquisition of UNSW graduate capabilities. UNSW aspires to develop globally focused graduates who are **rigorous scholars**, capable of **leadership** and **professional practice** in an **international** community.

# Assessments

## Assessment Structure

Assessment Item	Weight	Relevant Dates
Case Study Analysis Assessment Format: Individual	20%	Start Date: Not Applicable Due Date: 22/03/2024 11:59 PM
Literature Review Assessment Format: Individual	35%	Start Date: Not Applicable Due Date: 09/05/2024 11:59 PM
Business Strategy Plan Assessment Format: Individual	45%	Start Date: Not Applicable Due Date: Exam week Post Date: 10/07/2024 03:00 PM

## Assessment Details

### Case Study Analysis

#### Assessment Overview

The Case Study Analysis assessment requires students to use a strategic management tool to analyse an organisational case study. The assessment should be drafted to identify and analyse either a primary challenge to or a leading opportunity for improving the case study organisation's competitive advantage.

#### Course Learning Outcomes

- CL01 : Identify and analyse key issues pertaining to strategy implementation and how they influence potential organisational success.
- CL02 : Synthesise strategy implementation theory and practice to demonstrate potential impacts on organisational outcomes.

#### Detailed Assessment Description

Please see Moodle for further information on the assessment task. Assessment details are released at the start of semester.

#### Permitted use of Generative AI: SIMPLE EDITING ASSISTANCE

For this assessment task, you may use AI-based software to research and prepare prior to drafting your assessment. You are permitted to use standard editing and referencing functions in

word processing software - such as spelling and grammar checking and reference citation generation - in the creation of your submission. You must not use any functions that generate or paraphrase passages of text, whether based on your own work or not.

Please note that your submission will be passed through an AI-generated text detection tool. If your marker has concerns that your answer contains passages of AI-generated text you may be asked to explain your work. If you are unable to satisfactorily demonstrate your understanding of your submission you may be referred to UNSW Conduct & Integrity Office for investigation for academic misconduct and possible penalties.

### **Assessment Length**

1,000 words

### **Assignment submission Turnitin type**

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

## **Literature Review**

### **Assessment Overview**

The Literature Review assessment requires students to draft a literature review relevant to the challenge or opportunity identified and analysed in Assessment 1: Case Study Analysis.

### **Course Learning Outcomes**

- CLO3 : Evaluate the potential impacts of management choices on business strategy implementation.
- CLO4 : Create strategic plans designed to address organisational challenges.

### **Detailed Assessment Description**

Please see Moodle for further information on the assessment task. Assessment details are released at the start of semester.

### **Permitted use of Generative AI: SIMPLE EDITING ASSISTANCE**

For this assessment task, you may use AI-based software to research and prepare prior to drafting your assessment. You are permitted to use standard editing and referencing functions in word processing software - such as spelling and grammar checking and reference citation generation - in the creation of your submission. You must not use any functions that generate or paraphrase passages of text, whether based on your own work or not.

Please note that your submission will be passed through an AI-generated text detection tool. If your marker has concerns that your answer contains passages of AI-generated text you may be

asked to explain your work. If you are unable to satisfactorily demonstrate your understanding of your submission you may be referred to UNSW Conduct & Integrity Office for investigation for academic misconduct and possible penalties.

### **Assessment Length**

1,500 words

### **Assignment submission Turnitin type**

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

## **Business Strategy Plan**

### **Assessment Overview**

The Business Strategy Plan assessment requires students to analyse an organisational case study, formulate a strategy based upon relevant literature, outline how to implement the strategy, and determine the feasibility of the strategy.

### **Course Learning Outcomes**

- CL01 : Identify and analyse key issues pertaining to strategy implementation and how they influence potential organisational success.
- CL02 : Synthesise strategy implementation theory and practice to demonstrate potential impacts on organisational outcomes.
- CL03 : Evaluate the potential impacts of management choices on business strategy implementation.
- CL04 : Create strategic plans designed to address organisational challenges.

### **Detailed Assessment Description**

Please see Moodle for further information on the assessment task. Assessment details are released at the start of semester.

### **Permitted use of Generative AI: SIMPLE EDITING ASSISTANCE**

For this assessment task, you may use AI-based software to research and prepare prior to drafting your assessment. You are permitted to use standard editing and referencing functions in word processing software - such as spelling and grammar checking and reference citation generation - in the creation of your submission. You must not use any functions that generate or paraphrase passages of text, whether based on your own work or not.

Please note that your submission will be passed through an AI-generated text detection tool. If your marker has concerns that your answer contains passages of AI-generated text you may be asked to explain your work. If you are unable to satisfactorily demonstrate your understanding of

your submission you may be referred to UNSW Conduct & Integrity Office for investigation for academic misconduct and possible penalties.

#### **Assessment Length**

4,000 words

#### **Assignment submission Turnitin type**

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

## **General Assessment Information**

### **Referencing**

Students are required to reference as per the APA 7th referencing style.

### **Extensions and Special Consideration (School of Business, Undergraduate)**

All extension requests for this course must be submitted as a Special Consideration application.

Applications should be submitted BEFORE the assessment due date.

If extenuating circumstances prevent you from submitting an application before the due date, please notify your course convenor by email and submit the application as soon as possible.

If your application is approved, the outcome may be one of the following:

- A supplementary or alternative assessment,
- An extended deadline for the assessment (note the extension granted is normally equivalent to the period of impact outlined in your supporting documentation),
- An aggregated or averaged mark derived from other comparable completed assessments.

Please note, applying for Special Consideration does not automatically mean that you will be granted additional assessment, or that you will be awarded an amended result.

### **More information**

Special consideration and application process: <https://www.student.unsw.edu.au/special-consideration>.

### **Late submission of assessment**



UNSW has a standard late submission penalty of:

- 5% per day,
- for all assessments where a penalty applies,
- capped at five days (120 hours) from the assessment deadline, after which a student cannot submit an assessment, and
- no permitted variation.

Students are expected to manage their time to meet deadlines and to request extensions as early as possible before the deadline.

### Grading Basis

Standard

### Requirements to pass course

Students must achieve at least 50% overall to pass the course. Students are expected to engage actively in course learning activities and attempt all assessment requirements in the course.

## Course Schedule

Teaching Week/Module	Activity Type	Content
Week 1 : 26 February - 1 March	Lecture	Strategic Management
Week 2 : 4 March - 8 March	Lecture	Strategic Analysis
Week 3 : 11 March - 15 March	Lecture	Strategy Formulation
Week 4 : 18 March - 22 March	Lecture	Strategy Implementation
Week 5 : 25 March - 29 March	Lecture	Theory-to-Practice I: Capability
Week 6 : 1 April - 5 April	Lecture	Theory-to-Practice II: Workforce
Week 7 : 22 April - 26 April	Other	No Lecture, No Tutorials
Week 8 : 29 April - 3 May	Lecture	Theory-to-Practice III: Change
Week 9 : 6 May - 10 May	Lecture	Theory-to-Practice IV: Reputation
Week 10 : 13 May - 17 May	Lecture	Resistance
Week 11 : 20 May - 24 May	Lecture	Accountability
Week 12 : 27 May - 31 May	Lecture	Performance
Week 13 : 3 June - 7 June	Lecture	Reporting

## Attendance Requirements

Students are strongly encouraged to attend all classes and review lecture recordings.

## General Schedule Information

Please see the course Moodle site for more information.

# Course Resources

## Prescribed Resources

There is no required textbook for ZBUS3108 Business Strategy Implementation. All readings will be made available through Leganto and the Course Moodle website.

## Course Evaluation and Development

Your feedback matters!

ZBUS3108 was introduced as a new School of Business course in 2022. In 2024, ZBUS3108 becomes a Core Course in the Bachelor of Business. Based upon student feedback and teaching staff self-assessment, ZBUS3108 in S1 2024 has been updated in the following ways.

First, the course structure has evolved, notably to incorporate new topics relevant to ZBUS3104 Business Capstone (Work Practice Project). Alignment between ZBUS3108 and ZBUS3104 has been strengthened in 2024 following the initial offerings of both courses in 2022 and 2023.

Second, the assessment schedule has been revised, including reducing the word limits of the assessment tasks. The marking rubrics have also been updated to clarify assessment expectations and better align with the requirements of ZBUS3104.

Third, the tutorials have been revised to ensure skills development relevant to the three assessment tasks are more rigorous.

## Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Convenor	Adrian Baz bauer		Building 27, Room 212, School of Business, UNSW Canberra	+61 2 5114 5689	By Appointment F2F & Online	Yes	Yes

## Other Useful Information

### Academic Information

### Course Evaluation and Development

One of the key priorities in the 2025 Strategy for UNSW is a drive for academic excellence in

education. One of the ways of determining how well UNSW is progressing towards this goal is by listening to our own students. Students will be asked to complete the myExperience survey towards the end of each course.

Students can also provide feedback during the semester via: direct contact with the lecturer, the “On-going Student Feedback” link in Moodle, Student-Staff Liaison Committee meetings in schools, informal feedback conducted by staff, and focus groups (where applicable). Student opinions really do make a difference. Refer to the Moodle site for your course to see how the feedback from previous students has contributed to the course development.

Important note: Students are reminded that any feedback provided should be constructive and professional and that they are bound by the Student Code of Conduct.

<https://www.gs.unsw.edu.au/policy/documents/studentcodepolicy.pdf>

### **Equitable Learning Services (ELS)**

Students living with neurodivergent, physical and/or mental health conditions or caring for someone with these conditions may be eligible for support through the Equitable Learning Services team. Equitable Learning Services is a free and confidential service that provides practical support to ensure your mental or physical health conditions do not adversely affect your studies.

Our team of dedicated **Equitable Learning Facilitators (ELFs)** are here to assist you through this process. We offer a number of services to make your education at UNSW easier and more equitable.

Further information about ELS for currently enrolled students can be found at: <https://www.student.unsw.edu.au/equitable-learning>

### **Academic Honesty and Plagiarism**

UNSW has an ongoing commitment to fostering a culture of learning informed by academic integrity. All UNSW staff and students have a responsibility to adhere to this principle of academic integrity. All students are expected to adhere to UNSW’s Student Code of Conduct. Find relevant information at: [Student Code of Conduct \(unsw.edu.au\)](https://www.unsw.edu.au/student-code-of-conduct)

Plagiarism undermines academic integrity and is not tolerated at UNSW. It is defined as using

the words or ideas of others and passing them off as your own, and can take many forms, from deliberate cheating to accidental copying from a source without acknowledgement.

For more information, please refer to the following:

<https://student.unsw.edu.au/plagiarism>

## Submission of Assessment Tasks

### Special Consideration

Special Consideration is the process for assessing and addressing the impact on students of short-term events, that are beyond the control of the student, and that affect performance in a specific assessment task or tasks.

Applications for Special Consideration will be accepted in the following circumstances only:

- Where academic work has been hampered to a substantial degree by illness or other cause;
- The circumstances are unexpected and beyond the student's control;
- The circumstances could not have reasonably been anticipated, avoided or guarded against by the student; and either:

(i) they occurred during a critical study period and was 3 consecutive days or more duration, or a total of 5 days within the critical study period; or

(ii) they prevented the ability to complete, attend or submit an assessment task for a specific date (e.g. final exam, in class test/quiz, in class presentation)

Applications for Special Consideration must be made as soon as practicable after the problem occurs and at the latest within three working days of the assessment or the period covered by the supporting documentation.

By sitting or submitting the assessment task the student is declaring that they are fit to do so and cannot later apply for Special Consideration (UNSW 'fit to sit or submit' requirement).

Sitting, accessing or submitting an assessment task on the scheduled assessment date, after applying for special consideration, renders the special consideration application void.

Find more information about special consideration at: <https://www.student.unsw.edu.au/special/consideration/guide>

Or apply for special consideration through your [MyUNSW portal](#).

### **Late Submission of assessment tasks (other than examinations)**

UNSW has a standard late submission penalty of:

- 5% per day,
- capped at five days (120 hours) from the assessment deadline, after which a student cannot submit an assessment, and
- no permitted variation.

Students are expected to manage their time to meet deadlines and to request extensions as early as possible before the deadline.

### **Electronic submission of assessment**

Except where the nature of an assessment task precludes its electronic submission, all assessments must be submitted to an electronic repository, approved by UNSW or the Faculty, for archiving and subsequent marking and analysis.

### **Release of final mark**

All marks obtained for assessment items during the session are provisional. The final mark as published by the university following the assessment review group meeting is the only official mark.

### **School Contact Information**

**Email:** Business@adfa.edu.au