The course introduces students to the process of developing an international business development plan for a real organisation (the client organisation). The students also make an oral presentation of their business plan to their client which provides feedback that is part of the assessment. The students also prepare a personal learning report which reviews how the course has added to their understanding of general management issues. The course gives students practice in managing a group project over an extended timeframe on behalf of a real client organisation and requires them to draw on all of the core disciplines of management from IBP Part A as well as an understanding of the international business environment and the challenges facing organisations that operate internationally. The course commences with a series of classroom lectures on principals and processes in dynamic project planning, interaction with client organisations and managing international business growth.

**Requisites**

You will need to contact the Research School of Management to request a permission code to enrol in this course.

**LEARNING OUTCOMES**
MGMT8242 is a later-stage elective in the Master of Management and Master of Business Administration program. Upon successful completion of the requirements for these two courses, students will be able to:

1. apply the skills and knowledge acquired through the MBA to practical management tasks;
2. develop a comprehensive business plan for a new initiative, whether an entrepreneurial start-up venture or a new business initiative within an established corporation;
3. work in multidisciplinary, cross-cultural teams, applying critical thinking and problem solving skills to business dilemmas, negotiating, communicating and contributing to the development of a substantial shared project; and,
4. explain and illustrate the interrelation between external market opportunities, internal capabilities and corporate dynamics.

This course is a later year, advanced elective in the Entrepreneurship and Innovation specialisation. Accordingly, there will be substantial assumed knowledge of the core business disciplines.

You are expected to integrate the knowledge you have acquired in other MBA and Master of Management courses. Specifically, you will find the following courses particularly useful:

- Entrepreneurship and new venture planning
- Innovation and commercialisation
- Corporate strategy or Strategic management
- Marketing
- Organisational behaviour
- Business economics
- Financial reporting and analysis
- Foundations of finance
- The global business environment
- Global marketing

The recommended course references are:


Workload

Participants in this course are expected to commit 10-12 hours a week to completing the work. This will include:

- 2-3 hours a week reading, analysis and preparation of course text and materials
- 3 hours a week lecture / workshop, or equivalent
- 6-7 hours a week research, analysis, preparation of inputs to the team project, writing, editing of the report and preparation of presentation material.

Note: In order to successfully complete the team project, participants will need to interact outside of class via email, phone and face-to-face, both within their teams and with other external informants. It is recommended that teams meet at least once every 2 weeks outside of class in order to coordinate the project work.

Course Delivery

The course will comprise workshops on processes, tools and techniques for analysing growth dynamics, progress workshops, team presentations and reflective learning.

Attendance Requirements

This course requires active participation in class seminars and workshops. Individuals who miss workshops when their teams are presenting will be awarded a zero score for that presentation, unless prior arrangements are made.

Important note about Conduct:

In MGMT8242 the Business Growth Plans are prepared for external host organisations. It is a requirement of undertaking this course that students sign an Agreement covering their conduct during the project. The Agreement...
covers professional conduct, confidentiality and privacy, as well as the handling of questions, issues, disputes and disciplinary action.

Research-Led Teaching

The course has been developed over many years by experienced practitioners in business dynamics, growth and international strategy. Building on a course originally presented by Melbourne-based consultant and academic, Dr John Barton, the present lecturer has developed the course frameworks and approaches based on regular interactions and on-going research with high-growth Australian companies.

Staff Feedback

We use feedback from students, professional bodies and staff to make regular improvements to the course. In response to this feedback, design improvements from previous versions of the course include:

- Incorporation of a Practice Project before commencement of the Main Project
- Integration of tools and frameworks from other MBA courses
- Increased opportunity for workshop format problem-solving and feedback.

Students will be given feedback in the following forms in this course:

- Progressive oral feedback, in class, in teams, and individually, throughout the course.
- Written feedback on completed submitted assignments.

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Reference</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PART 1: Foundations and Practice</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>1 Mar</td>
<td>Process workshop 2: Teams present analysis of Practice Project, Review</td>
<td>As above (Weeks 1 &amp; 2)</td>
</tr>
<tr>
<td><strong>PART 2: Main Project Development</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>8 Mar</td>
<td>Managing the Main Project, Intro to Strategy development roadmap and BSC</td>
<td>As above, plus in-class materials</td>
</tr>
<tr>
<td>5</td>
<td>15 Mar</td>
<td>Main Project workshop 1:</td>
<td>As above, plus information from client</td>
</tr>
</tbody>
</table>

Concourse | Business Development Strategies
https://anu.campusconcourse.com/view_syllabus?course_id=2507
3 of 9 9/02/2016 2:51 PM
<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Reference</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 &amp; 7</td>
<td>Teams continue work on Main Projects (No classes in these two weeks)</td>
<td>As above, plus client information, plus external research</td>
<td>Liaise with client, Refine Main Project Scope, Complete client agreement, Start project research</td>
</tr>
<tr>
<td>5 &amp; 12 April</td>
<td>Mid-Semester: Teams continue work on Main Projects</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Team Main Project workshop 2: Progress update Review</td>
<td>As above, plus client information, plus external research</td>
<td>In-class: Teams present: Progress update: Understanding of the client's growth dynamics, capabilities, opportunities, resource implications</td>
</tr>
<tr>
<td>9</td>
<td>Team Consultations and client liaison (No class this week)</td>
<td>As above</td>
<td>Teams revisit client growth dynamics, draft growth initiatives Teams submit Draft Plans 26th April</td>
</tr>
<tr>
<td>10</td>
<td>Team Main Project workshop 3: Progress update Review</td>
<td>As above</td>
<td>In-class: Teams present: Validation of business dynamics; growth opportunities; resource implications; growth initiatives &amp; strategy roadmap</td>
</tr>
<tr>
<td>11</td>
<td>Team Consultations and client liaison (No class this week)</td>
<td>As above</td>
<td>Teams submit Final Plans 13th May</td>
</tr>
<tr>
<td>PART 3: The Plan, the Pitch and the Post-mortem</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Team trial of final presentation Arrange final presentations with clients, May 18th – 20th</td>
<td>As above</td>
<td>In-class: Teams present: Practice run of final presentation to client. Peer assessment, 20th May. Teams present to clients (18th-20th May).</td>
</tr>
<tr>
<td>13</td>
<td>Course wrap-up, reflection, review</td>
<td></td>
<td>Participants submit Reflection Task 2 (Individual) 27th May</td>
</tr>
</tbody>
</table>

**ASSESSMENT OVERVIEW**

**Summary**

<table>
<thead>
<tr>
<th>Type</th>
<th>Weight</th>
<th>Learning Outcome</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-graded Practice Tasks 1 - 4</td>
<td>1, 2, 3, 4</td>
<td>Please note: These non-graded Practice Tasks are described in detail in the Additional Course Information on Wattle. In order to successfully complete the graded assessment tasks, course participants will also need to undertake 4 non-graded practice tasks throughout the course. These are described in detail in the Additional Course Information on the Wattle course site. Note that all course participants must provide Peer Feedback for team mates in the Practice Project on 1st March.</td>
<td></td>
</tr>
<tr>
<td>Type</td>
<td>Weight</td>
<td>Learning Outcome</td>
<td>Notes</td>
</tr>
<tr>
<td>------</td>
<td>--------</td>
<td>------------------</td>
<td>-------</td>
</tr>
<tr>
<td>Task 5: Complete written draft of Main Project growth plan (Main Team Project)</td>
<td>20%</td>
<td>2, 3, 4</td>
<td>Please note: The graded Assessment tasks are described in detail in the Additional Course Information on Wattle. Due date: 26th April</td>
</tr>
<tr>
<td>Task 6: Final written plan for Main Project (Main Team Project)</td>
<td>35%</td>
<td>1, 2, 3, 4</td>
<td>Please note: The graded Assessment Tasks are described in detail in the Additional Course Information on Wattle. Due date: 13th May</td>
</tr>
<tr>
<td>Task 7: Presentation to Client (Main Team Project)</td>
<td>15%</td>
<td>3, 4</td>
<td>Please note: The graded Assessment Tasks are described in detail in the Additional Course Information on Wattle. Due date: Teams arrange a date and time with the Client and the Course Convener between 18th and 20th May. Note: Final Peer Feedback on the Main Team Project is also due on 20th May</td>
</tr>
<tr>
<td>Task 8: Reflective Learning Task (Reflection 2) (Individual)</td>
<td>30%</td>
<td>1</td>
<td>Please note: The graded Assessment tasks are described in detail in the Additional Course Information on Wattle. Due date: 27th May</td>
</tr>
</tbody>
</table>

### Grading Scale

According to the ANU policy on assessment (https://policies.anu.edu.au/ppl/document/ANUP_004603), the standards that apply to High Distinction, Distinction, Credit and Pass in all coursework courses are as follows:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Range</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>HD</td>
<td>80-100%</td>
<td>Work of exceptional quality, as demonstrated in the attainment of learning outcomes at or above the relevant qualification level</td>
</tr>
<tr>
<td>D</td>
<td>70-79%</td>
<td>Work of superior quality, as demonstrated in the attainment of learning outcomes at or above the relevant qualification level</td>
</tr>
<tr>
<td>C</td>
<td>60-69%</td>
<td>Work of good quality, as demonstrated in the attainment of learning outcomes at or above the relevant qualification level</td>
</tr>
<tr>
<td>P</td>
<td>50-59%</td>
<td>Work of satisfactory quality, as demonstrated in the attainment of learning outcomes at or above the relevant qualification level</td>
</tr>
<tr>
<td>N</td>
<td>0-49%</td>
<td>Work in which the attainment of learning outcomes at or above the relevant qualification level has not been demonstrated</td>
</tr>
</tbody>
</table>

### ASSESSMENT ITEMS

### COURSE EXPECTATIONS
Announcements

Students are expected to check the Wattle site for announcements about this course, e.g. changes to timetables or notifications of cancellations. Notifications of emergency cancellations of lectures or tutorials will be posted on the door of the relevant room.

Tutorial and/or Seminar registration

Tutorial and/or Seminar registration is done through the course Wattle page. Detailed information about sign-up times will be provided on Wattle or during the first lecture by the course convener.

When tutorials/seminars are available for enrolment:

1. Log-on to Wattle, and go to the course site.
2. Click on “Tutorial sign-up here” link
3. On the right of the screen, click "Become Member of ..." for the tutorial/seminar class you wish to enrol in.
4. Confirm your choice.

If you need to change your enrolment, click on the tab "Leave group..." and then re-enrol in another group.

You will not be able to enrol in groups that have reached their maximum number.

Please note that your enrolment in ISIS must be finalised for you to have Wattle access.

Extensions and penalties


You may be granted extensions for assessment pieces that are not examinations or take-home examinations by applying for special consideration.

Late submission of assessment tasks without an extension are penalised at the rate of 5% of the possible marks available per working day or part thereof. Late submission of assessment tasks is not accepted 10 working days after the due date, or on or after the date specified in the course outline for the return of the assessment item.

If a course convener determines that late submission of assessment tasks is not accepted for a coursework course, this information is included in the course outline.

Special consideration for assessments

Students who are unable to submit their assessment by the due date may be eligible for an extension if supported by an Application for Special Consideration.


Special Consideration applications must be completed before the due date of the affected assessment. In exceptional circumstances applications for an extension may be accepted up to three working days after the due date of the affected assessment.

The application must include all supporting documentation and include a copy of as much of the assignment as has been completed by the due time and date.

Special consideration applications must be submitted online at special.consideration@anu.edu.au (cdn-cgi/l/email-protection#a3d0d3c6c0cac2cf8dc0ccdd0cac7c6d1c2d7caccde3c2cdd686c7d68dc2d6). You will be notified by your lecturer if an extension has been approved.
Identify your Assignment with your Student Number only
When submitting your assignment please ensure that it contains your student number in the file name and on the first page. Please do not put your name anywhere in your assignment.

Resubmission of assignments
You are allowed to resubmit your assignments before the specific deadlines. Any submission done after the deadline will be considered as a late submission and the above listed penalty conditions will apply.

Returning assignments
All assignments will be marked and where appropriate feedback will be provided either:
- in class,
- in person by appointment with the course lecturer, or
- via the course Wattle site.

Referencing requirements
See any specific requirements under Assessment Items.
The Harvard or Oxford referencing styles are to be used. Links to documentation on proper referencing methods are available on the course website or from the Academic Skills website: https://academicskills.anu.edu.au/resources/handouts/referencing-basics

Deferred examinations
A deferred examination is the sitting of an examination at a time other than the scheduled time/date.
Wherever possible a student should sit their examination at the prescribed time, and if necessary apply for special assessment consideration (http://www.anu.edu.au/students/program-administration/assessments-exams/special-assessment-consideration) for the marking of the examination. To apply for a deferred examination:
- Complete the form at http://www.anu.edu.au/students/program-administration/assessments-exams/deferred-examinations
- Scan and attach all supporting documentation
- Email to examinations.officer@anu.edu.au

Submit completed application no later than three working days after the scheduled examination.

Decisions on applications relating to final examinations are made by the Examinations Office.
After receiving notification that a deferred examination has been granted, it is the responsibility of the student to confirm the date/time/location for that examination with the relevant ANU College or School.

Finalisation of Marks and Grades
Your final mark for the course will be based on the raw marks allocated for each of your assessment items. However, your final mark may not be the same number as produce by that formula, as marks may be scaled. Any scaling applied will preserve the rank order of raw marks (i.e. if your raw mark exceeds that of another student, then your scaled mark will exceed the scaled mark of that student), and may be either up or down.

Use of Assignments as exemplars and grade moderation
An important resource for enhancing educational quality is a stock of student work which can be de-identified and used
as exemplars for future students in ANU courses, and for grade moderation exercises for teaching staff. If you do not
wish your assignment to be used for such purposes please include a note to that effect on the front page of the
assignment.

ANU POLICIES

ANU has educational policies, procedures and guidelines, which are designed to ensure that staff and students are aware of
the University’s academic standards, and implement them. You can find the University’s education policies and an explanatory
glossary at: http://policies.anu.edu.au/ (http://policies.anu.edu.au/)

Key policies include:

- Code of Practice for Student Academic Integrity
- Student Assessment (Coursework) Policy and Procedure
- Undergraduate Award Rules
- Graduate Award Rules
- Student Surveys and Evaluations Policy

Academic Integrity

Students are expected to have read the ANU's Code of Practice for Student Academic Integrity before the
/ppl/document/ANUP_000392))

The following is an extract from the Code of Practice for Student Academic Integrity:

Any work by a student of the Australian National University must be work:

- that is original
- that is produced for the purposes of a particular assessment task
- that gives appropriate acknowledgement of the ideas, scholarship and intellectual property of others insofar
  as these have been used.

It is the responsibility of each individual student to ensure that:

- they are familiar with the expectations for academic integrity both in general, and in the specific context of
  particular disciplines or courses
- work submitted for assessment is genuine and original
- appropriate acknowledgement and citation is given to the work of others
- they declare their understanding of and compliance with the principles of academic integrity on
  appropriate pro formas and cover sheets as required by the academic area, or by a statement prefacing or
  attached to a thesis
- they do not knowingly assist other students in academically dishonest practice.

All breaches, careless or deliberate, are addressed. Careless breaches are addressed through academic penalties,
such as deduction of marks and resubmission. Deliberate breaches are subject to action under the Discipline Rules
/disciplinerules.pdf)).

Penalties for a deliberate breach may include failing the piece of work involved, failing the course, or having
 candidature terminated.

Further information can be found at http://academichonesty.anu.edu.au/ (http://academichonesty.anu.edu.au/)
Student Feedback

ANU is committed to the demonstration of educational excellence and regularly seeks feedback from students. One of the key formal ways students have to provide feedback is through Student Experience of Learning Support (SELS) surveys. The feedback given in these surveys is anonymous and provides the Colleges, University Education Committee and Academic Board with opportunities to recognise excellent teaching, and opportunities for improvement.

For more information on student surveys at ANU and reports on the feedback provided on ANU courses, go to http://unistats.anu.edu.au/surveys/selt/students/ and http://unistats.anu.edu.au/surveys/selt/results/learning/.

Student Support Services

Students experiencing academic or personal problems are welcome to discuss these with any member of the Faculty or to utilise the ANU’s student support services links to which can be found at http://students.anu.edu.au/, including:

- Academic Skills and Learning Centre at https://academicskills.anu.edu.au/
- the Counselling Centre at http://counselling.anu.edu.au/

Library

Information about the library can be found at http://anulib.anu.edu.au.
Opening hours can be accessed at http://anulib.anu.edu.au/using-the-library/opening-hours/
For free training in information skills and computer skills see http://anulib.anu.edu.au/research-learn/