

Assessment #1

- Case Study: Report Structure
- 1,500 words – 30%
- Business Model Deconstruction
 - Identify an organisation
 - Describe the Business Model Canvass of the organisation using the nine building blocks
 - Determine the organisation's key relationships
 - Identify critical success factors
 - Consider downside risk
 - Recommend changes

Assessment #1

- Due Week 4 (12.00pm, 3 August)
- Electronic lodgement only
- Reference to scholarly articles is required
- Your lecturer's approval regarding your choice of organisation must be obtained
 - This is mandatory
- What time-frame to contextualise the analysis and your report?
 - Now! (i.e. 2018)

Finding a Company

- New companies
 - (less than 7 years, preferably 5 years or less)
- Listed companies
 - (so that you have substantial, credible, verifiable information)
- Draw on annual reports, public statements, publicly available data, reports to the market
- Draw on ORBIS database on CQU library site

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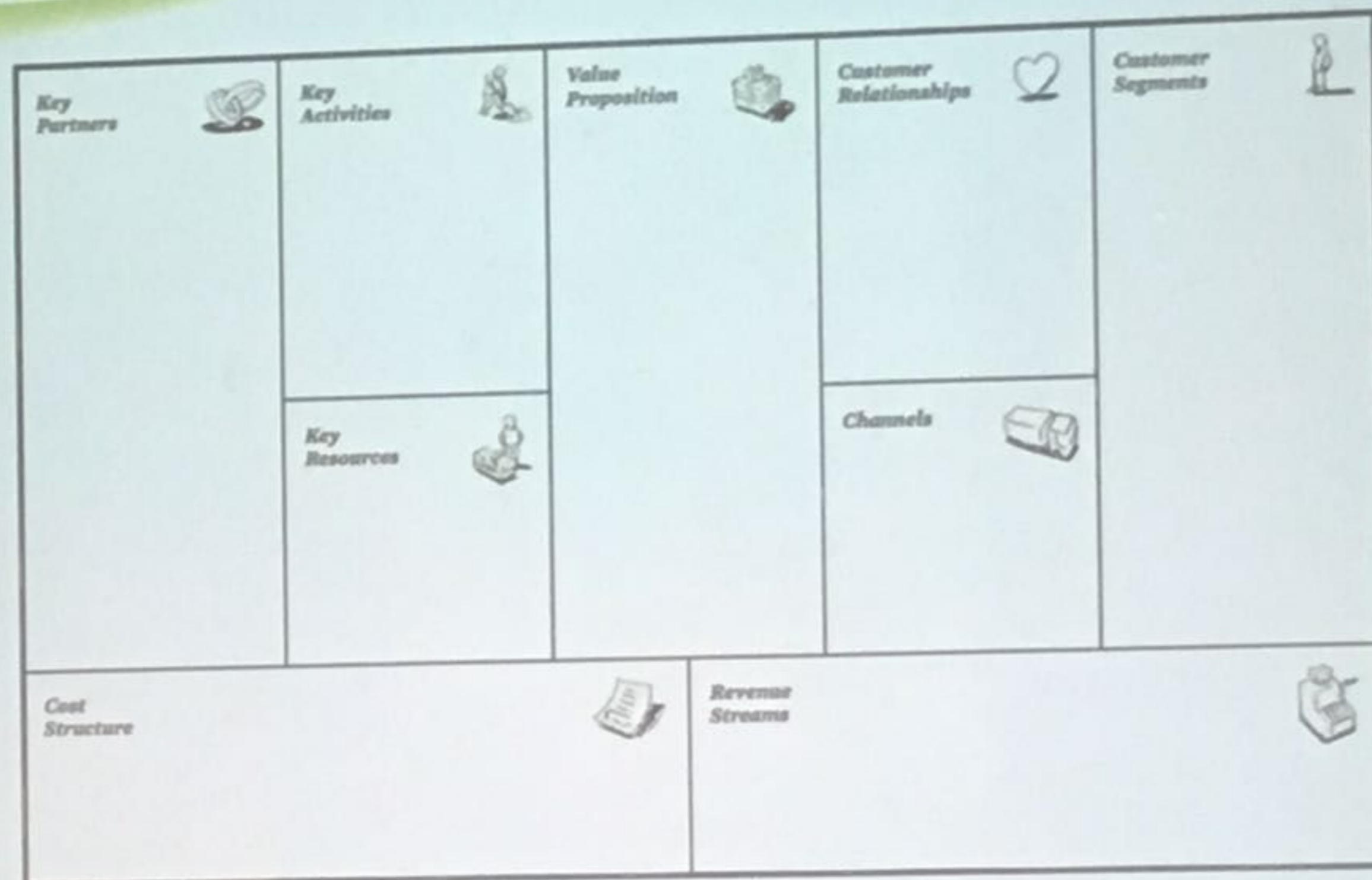
Considerations of Analysis

- Scanning
 - Identifying early signals of environmental changes and trends.
- Monitoring
 - Detecting meaning through ongoing observations of environmental changes and trends.

Assessment #1

- Key Relationships and Stakeholders
 - Explain the key relationships that exist across the nine Building Blocks in the Business Model Canvas.
- Stakeholder Groups (examples)
 - Owners
 - Employees
 - Customers
 - Creditors
 - Community
 - Suppliers
 - Government

The Business Model Canvass

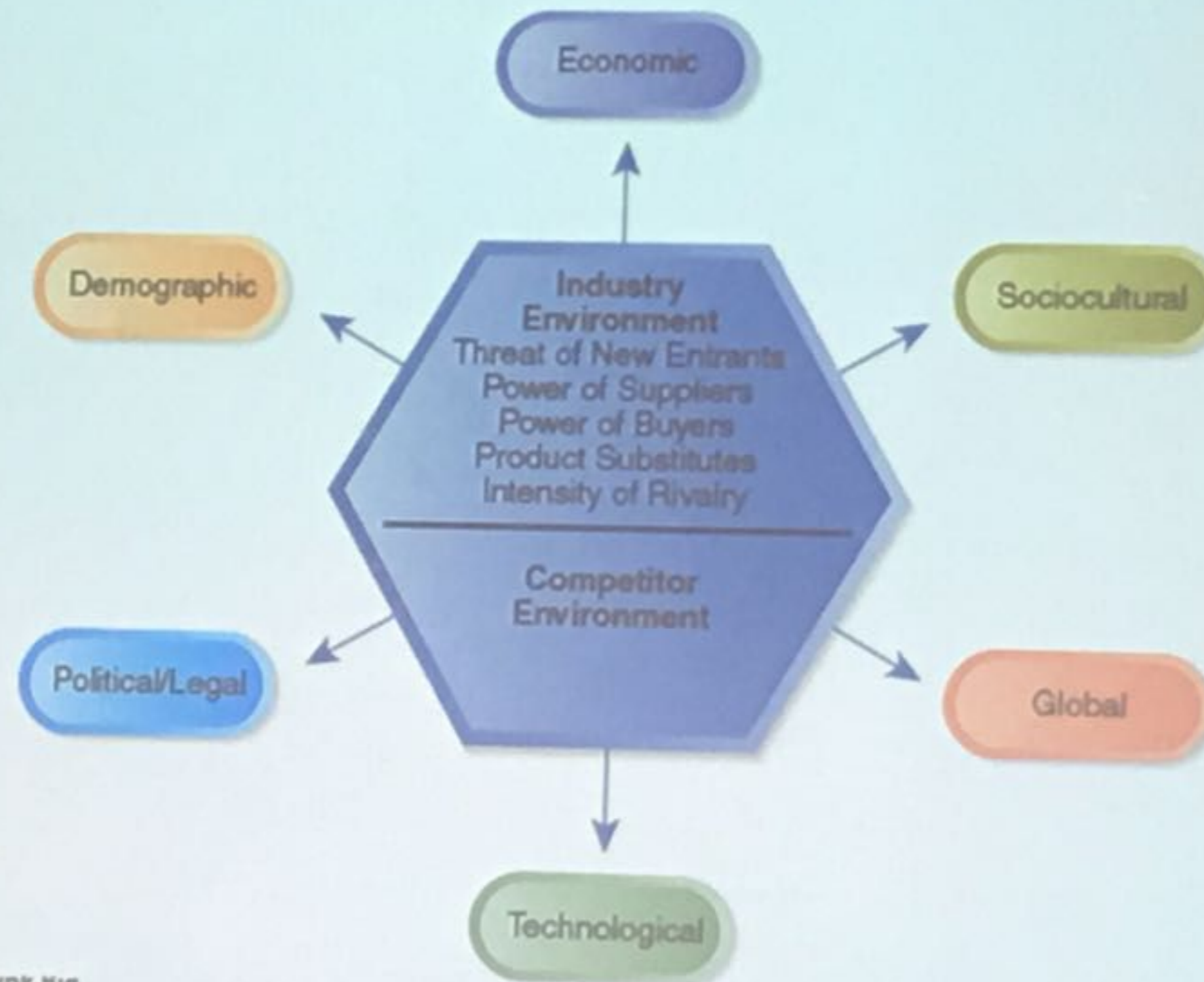


Source: Osterwalder A., and Pigneur, Y. (2010) p. 14
MGMT20143: Think Big

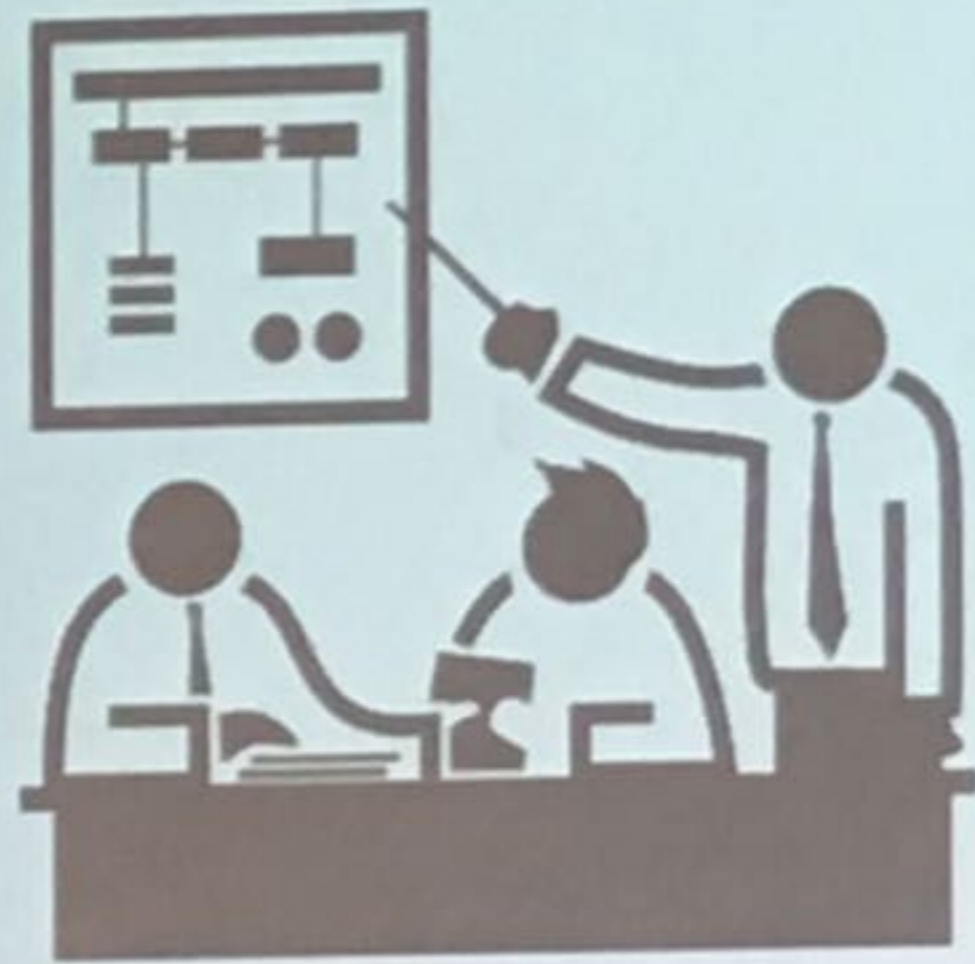
The Business Model Canvass

- A Business Model contains all those elements that are required to run a business.
 - It's how a business actually conducts itself
- The BMC is a one-page summary of all those elements
 - Compare with a Business Plan which might have 40+ pages
- The BMC divides a rectangular space into nine blocks, with each block pertaining to an aspect of business planning
 - By putting the detail into one single page, you have a helicopter view to see the totality of the organisation you are analysing.

Considerations: The External Environment



Considerations: The Internal Environment



Unique resources,
capabilities, and
competencies
*(required for sustainable
competitive advantage)*

By studying the internal environment,
organisations identify what they *can do*

Risk Management:

Internal and External Environments

- Consider the holistic view of risk to the organisation from your analysis
- Risks interrelate
 - Risks include the chance that an organisation's value may increase or decrease in relation to landscape changes
 - Downside risk is where there is potential to incur losses if the landscape changes
 - You must identify Downside Risk in your paper

Assessment #1

- Recommendations: Analysis of Effectiveness
 - What do you conclude from your analysis
 - E.g. The effectiveness of the different relationships?
 - What are the implications for the development of a coherent approach to organisational effectiveness
 - Synthesis of your findings

Information Sources

- Use Publicly Listed Organisations
 - Find them on the Stock Exchange
 - Use their Annual Reports (no older than 2 years)
 - If available use IBIS Reports (no older than 2 years)
 - Use the contemporary literature
 - Compare and contrast

The Literature

- It is expected that Masters level students will engage with the contemporary literature and demonstrate evidence of this engagement.
 - For every 100 words, it is expected a minimum of one (1) different references apart from the subject textbook will be taken from peer reviewed journals.
 - A submission with fewer than this number of references, while it may not fail against the rubric (marking criteria) it will also not excel against the marking criteria.

The Relationship Analysis: Internal and External Environments

