**MBSP0394 Managing Strategy**

**Referred/Deferred Coursework Assignment Details, 2009-2010**

The following assignment is to be undertaken if you have not passed this module on the first attempt, and have been offered the opportunity of referred or deferred assessment. The assignment assesses all the intended learning outcomes of the module. **Please note that NO FURTHER RESEARCH is required for this assignment.**

**An electronic copy of your work on this assignment must be submitted by Monday 28 June 2010 via the Assignments facility on the module StudyNet site.**

REQUIRED WORD COUNT: 3,000 words in total (+/- 10%), excluding references (1,000 words per question answered). The number of words you have actually written should be given on the first page.

**Students must answer Question 1 in Section A below, plus a further two questions chosen from Section B.**

Answers should be in essay form, referenced both to module theory readings and to the required **case study, ‘The VSM Group’, pp. 742-749 in**

**JOHNSON, G., SCHOLES, K. and WHITTINGTON, R. (2005) *Exploring Corporate Strategy: text and cases.* Seventh edition. Harlow: Pearson Education/ FT Prentice Hall.**

**You can access this e-book from your StudyNet Portal** by clicking on ‘Learning Resources’ and then the right-hand box to ‘Log into Athens’; then search Voyager for the title ‘Exploring Corporate Strategy’ and select the ‘electronic resource: text and cases, 2005’ from the list that will appear.

**Please note that research aimed at updating the case study information is NOT required and will not improve your grade. However, full revision of the lecture material is essential.**

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**QUESTIONS**

**SECTION A: COMPULSORY QUESTION**

1. Using module tools and evidence from the case, assess the drivers of change in the external environment of the VSM Group and evaluate the company’s decision-making in this context. Critically evaluate the usefulness of theories and frameworks you employ.

**Section B**

**Answer TWO questions from this section**

1. With the use of module theory, identify and assess the VSM Group’s resource strengths, strategic capabilities and core competencies in 1997 and in 2003. Support your answer with case evidence. Evaluate the most important changes that took place in the internal environment of the company during this period.
2. Critically examine how well the strategy of the VSM Group matched its resources and core competencies with its changing environment. Use your findings to assess to what extent the VSM Group was using an inside-out and/or an outside-in approach to strategy.
3. Evaluate the role of the new CEO Mr. Runnquist in the transformation of the VSM group using both module theory and case evidence. What were the important aspects of the new CEO’s strategic leadership and approach to strategy development? How appropriate were his strategies for change in the internal environment of the company?
4. What are the next strategic issues the VSM Group will have to address? What strategic options might be considered? Justify your answer with reference both to module theory and to evidence from the case study.