

Module & Assignment Overview

Module: Developing Strategic Capability

Module Code: BMSW6011

Assessment: 4,000-word Individual Report

Weighting: 100%

Deadline: 27th March 2026 – 23:59

What you must do:

Analyse the strategy of a real organisation using strategic models and theories.

What Is This Assignment About?

Organisations operate in complex environments.

To survive and succeed, they must:

- Understand their environment
- Use their resources well
- Develop strong strategic capability
- Adapt over time

Your task: Evaluate how well ONE organisation does this.

Key Rules You Must Follow

- ✓ Choose a real organisation
- ✓ It must currently operate
- ✓ Get tutor approval
- ✓ 4,000 words (+/-10%)
- ✓ Minimum 40 academic references
- ✓ Harvard referencing
- ✓ Submit via Turnitin

How Your Report Must Be Structured

Your report must include:

- 1.Organisational Overview
- 2.External Environment & Stakeholders
- 3.Internal Strategic Capability
- 4.Strategy & Competitive Position
- 5.Future Strategic Direction
- 6.Conclusion
- 7.Reference List

A template can be found in Moodle (Module Information).

Section 1: Organisational Overview (600–700 words)

This section sets the scene.

You must explain:

- What the organisation does
- Industry/sector
- Key products/services
- Where it operates
- Major changes in last 3 years

Introduce the company to like someone has never heard of it.

Section 1: What to Include

1.1 Background

- When established?
- Public or private?
- Size?

1.2 Products & Services

- What do they sell?
- How do they make money?

1.3 Markets

- Who are their customers?
- Which countries?

1.4 Recent Strategy

- Mergers?
- Expansion?
- Innovation?
- Restructuring?

Section 2: External Environment (900–1,000 words)

Now analyse what is happening OUTSIDE the organisation.

Use strategic models:

- PESTLE (Week 5)
- Porter's Five Forces (Week 7)
- Stakeholder Analysis (Week 3)

You are analysing opportunities and threats.

PESTLE Analysis (Macro Environment)

Analyse:

- Political factors
- Economic factors
- Social trends
- Technological change
- Legal issues
- Environmental issues

Ask:

- What external pressures affect this organisation?
- What opportunities exist?
- What threats exist?

Porter's Five Forces (Industry Analysis)

Analyse:

- Competitive rivalry
- Threat of new entrants
- Power of suppliers
- Power of buyers
- Threat of substitutes

Ask:

- How competitive is this industry?
- Is it profitable?
- What pressures affect strategy?

Stakeholder Analysis

Identify key stakeholders:

- Customers
- Employees
- Investors
- Suppliers
- Government
- Communities

Use power/interest
analysis
(Mendelow).

Ask:

- Who has the most power?
- Whose expectations matter most?
- Are there conflicts?

Section 3: Internal Strategic Capability (900–1,000 words)

Now move INSIDE the organisation.

Analyse:

- Resources
- Capabilities
- Strengths
- Weaknesses

Use:

- Resource & Capability Analysis (Week 8)
- VRIO Framework (Week 8)

Resources & Capabilities

Tangible Resources

- Buildings
- Technology
- Finance
- Equipment

Intangible Resources

- Brand
- Reputation
- Knowledge
- Culture
- Skills

Capabilities

- What does the organisation do better than competitors?

VRIO Framework

Analyse key resources using:

- Valuable?
- Rare?
- Inimitable?
- Organised to exploit?

Ask:

- Does this create competitive advantage?
- Is it temporary or sustained?

Strengths & Weaknesses

Summarise:

✓ Key strengths

✗ Key weaknesses

Most importantly:

How do these affect strategic performance?

Avoid description.

Focus on analysis.

Strategy & Competitive Position (800–900 words)

Now evaluate the CURRENT STRATEGY (Week 3 & 7)

Identify:

- Cost leadership?
- Differentiation?
- Focus strategy?
- Hybrid?

Explain HOW they compete.

Competitive Position

Analyse:

- Market position
- Market share
- Key competitors
- Competitive advantages
- Disadvantages

Ask:

- Are they winning?
- Why or why not?

Strategic Alignment or Drift

Evaluate:

- Is strategy aligned with environment?
- Are resources aligned with strategy?
- Is there evidence of strategic drift?

Strategic drift = when strategy no longer fits environment.

Risks & Limitations

Identify:

- Strategic risks
- Weaknesses in current approach
- Over-reliance on one market/product?
- Industry decline?
- Technological disruption?

Be critical.

Future Strategic Direction (700–800 words)

Now you become the strategist.

You must:

- Evaluate vision, mission & values
- Identify risks
- Propose 2–3 strategic options

Strategic Options (Very Important)

Each option must be evaluated using:

Suitability = Does it fit the environment?

Acceptability = Will stakeholders support it?

Feasibility = Does the organisation have resources to implement it?

Conclusion (300–400 words)

Do NOT introduce new information.

Summarise:

- Key external findings
- Key internal findings
- Major strategic challenge
- Most appropriate strategic option
- Why it ensures sustainability

Referencing Requirements

Minimum 40 references.

Use:

- Academic journals
- Strategic management textbooks
- Industry reports
- Company annual reports

Avoid:

- Wikipedia
- Weak websites
- Overuse of news articles

Follow UWTSD Harvard style.

Common Mistakes to Avoid

- ✗ Describing models without applying them
- ✗ Too much company description
- ✗ Weak referencing
- ✗ No critical analysis
- ✗ No evaluation of strategic options
- ✗ Poor structure
- ✗ Ignoring word count balance

Final Checklist Before Submission

- ✓ Organisation approved
- ✓ All 6 sections included
- ✓ 4,000 words (+/-10%)
- ✓ 40+ academic references
- ✓ Harvard referencing correct
- ✓ Clear headings
- ✓ Submitted via Turnitin
- ✓ AI statement included