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Faculty	Lord Ashcroft International Business School
Department	Leadership and Management
Deadline of submission	10th August 2018
Module Code	MOD001074
Module Title	Strategic Management Analysis
Level and credit volume	Level 6; 15 credits
Word Limit	3,000 words
Number of questions set:	4 out of 7 (please follow instructions)

Instructions to Candidates

1. The assessment contains four sections that cover the four main thematic areas of the module. For sections 1, 2, and 3, select and answer one question. Section 4 contains only one question, which is compulsory.
2. You are required to carry out your own research on this case organization and collect relevant information beyond what is provided in the case-study (i.e. corporate reports, corporate websites, press releases, media outlets etc.).
3. 5% towards the total mark will assess your presentation skills, that is appropriate use of Harvard System of Referencing, formatting, style of writing and use of language, word limit.

QUESTIONS:

SECTION 1. MISSION, VISION, AND STAKEHOLDERS (20%) [LOs 1-2]

Select and answer one of the following questions:

1.1. Write a mission and a vision statement for ASOS Plc. How will these statements support the development of sustainable competitive advantage.

1.2. Identify ASOS Plc key stakeholders and map these stakeholders in terms of the power/interest grid. Critique, with supporting commentary, which of these stakeholders will need to be repositioned over the next 12 months

SECTION 2. SCENARIOS AND INDUSTRY ANALYSIS (25%) [LOs 2-3]

Select and answer one of the following questions:

2.1. Describe and analyse some of the key trends and uncertainties facing the fashion industry over the following 10 years. Build on this analysis to generate two possible scenarios for ASOS Plc, what implications are there for their strategy?

2.2. By employing relevant data from the case, conduct a five forces analysis of the fashion industry. What do you conclude about that industry's attractiveness?

SECTION 3. RESOURCES AND CAPABILITIES (25%) [LOs 2-3]

Select and answer one of the following questions:

3.1. Evaluate the bases of ASOS Plc strategic capabilities by utilizing the VRIO/VRIN criteria (value, rarity, inimitability, organisation and/or non-substitutability). Which are the key strategic capabilities that provide, or could provide them with a sustainable competitive advantage? Why?

3.2. Evaluate ASOS Plc resources and capabilities by utilizing the value chain framework. How is the company creating value? Discuss how could the company develop and improve further in respect to this?

SECTION 4. BUSINESS AND CORPORATE STRATEGIES (25%) [LOs 1-4]

What suggestions could you make to ASOS Plc Senior Management team to support their position in achieving sustainable competitive advantage in the fashion industry?