

**Module Number:** BAM3003

**Module Name:** Strategic Management

**Year/Trimester:** 2013/14 Trimester 2

**Module Tutor/s:** Dr Erica Ballantyne  
Mr Ron Smith  
Mr Pavan Vasireddy  
Mr Usman Talat

**Assignment Number and Type:** 001. One of two (50% of final mark)

**Assignment Title:** Essay (Case study based)

**Assignment Length:** 2500 words

**Submission Deadline:** Friday 14<sup>th</sup> March 2014 (3pm)

### **Learning Outcome/s:**

This assessment contributes towards satisfying the learning outcomes as specified in your module guide.

### **Assignment Brief**

Using the data and information provided in the '**Thorntons plc**' case study:

- Critically analyse the competitive positioning of Thorntons product range in the UK confectionary market using either **Porter's Generic Strategies** (Cost Leadership; Differentiation; Cost Focus; and Differentiation Focus) or **the Strategy Clock**. (Approx. 2000 words)
- Then, use your analysis to reflect on the sustainability of Thornton's strategy given its competition in the UK. (Approx. 500 words)

References used must be Harvard style. Guidance is available in various pamphlets produced by LSD, available from the University library and online at:  
<http://www.bolton.ac.uk/library/Study-Skills/Referencing/Home.aspx>

### **Specific Assessment Criteria:**

**First Class (70+%)**: Your essay will be of excellent quality where you demonstrate excellent knowledge and understanding of Porter's Generic Strategies or the Strategy Clock. You will offer high quality analysis of these concepts leading to clear, logical conclusions with regard to the scenario presented in the case study. The essay structure, its presentation, your written English and your Harvard referencing will all be of a very high standard.

**Upper Second Class (60-69%)**: Your essay will be of good quality where you demonstrate a comprehensive knowledge and understanding of Porter's Generic Strategies or the Strategy Clock. You will offer comprehensive analysis of relevant concepts leading to sensible conclusions with regard to the scenario presented in the case study. The essay structure, its presentation, your written English and your referencing will all be of a good standard. The academic content, the quality of discussion, referencing, and other elements will be likely to require some or limited development.

**Lower Second Class (50-59%)**: Your essay will be of good quality where you demonstrate a good knowledge and understanding of Porter's Generic Strategies or the Strategy Clock. You will offer a good analysis of relevant concepts leading to sensible conclusions with regard to the scenario presented in the case study. The essay structure, its presentation, your written English and your referencing will all be of a good standard. The academic content, the quality of discussion, referencing, and other elements will be likely to require some or limited development.

**Third Class (40-49%)**: Your essay will demonstrate a basic awareness of Porter's Generic Strategies or the Strategy Clock. You will offer limited analysis of relevant concepts, and there will be omissions of expected content. Conclusions may be inadequate. There will probably be significant problems with any combination of the essay structure, its presentation, your written English and your referencing. The academic content, the quality of discussion, referencing, and other elements will be likely to require extensive development.

**Fail**: Students who do not meet the requirements of a third class grade will not successfully complete the assessment activity.

\*Please note that if your work is referred you will not be able gain more than 40%.

### **Additional Submission Instructions:**

As well as submitting a hard copy of your work (indicating the marking tutor), you are also required to submit a soft copy via "Turn-it-in UK" on the module moodle page.

(Details regarding submission can also be found in the Module Guide but are reproduced on the following page).

Unless otherwise notified by your module tutor, hard copies of assignments should be placed with a white general cover sheet, in **the Assignment Post-box in Eagle Mall**.

**Please note** that all assignments are date stamped by the Academic School Office once they have been taken out of the post-box. It is this date stamp which is taken into account (rather than the date stamp which students make themselves on the general cover sheet).

**Electronic copies of assignments should be submitted via Moodle to “Turn-it-in”.** Please ensure you follow the instructions provided by your module tutor and on the assessment brief.

Submission of assessments may be done on or before the published submission date. Assignments not available at this time will be considered late unless an extension has been previously agreed.

Students who fail to submit assessments by the specified date (without an extension being granted or without accepted Mitigating Circumstances) will be subject to the following penalties:

Up to 5 calendar days late = 10 marks subtracted but if the assignment would normally gain a pass mark, then the final mark to be no lower than 40%.

Up to 10 calendar days late = 20 marks subtracted but if the assignment would normally gain a pass mark, then the final mark to be no lower than 40%.

More than 10 calendar days late = 1 mark awarded.

Please note that it is your responsibility to ensure that the assignment is submitted in the format/s specified in the Module Guide or on the Assessment Brief.

**YOU SHOULD ALWAYS ENSURE YOU KEEP A COPY OF ANY ASSIGNMENT SUBMITTED.**

In the case of exceptional and unforeseen circumstances, an extension of up to 5 days after the assessment submission deadline may be granted by your Programme Leader. You should complete an Extension Request Form available from the School Office and attach documentary evidence of your circumstances, prior to the published submission deadline.

Requests for extensions for periods longer than 7 days must be made using the Mitigating Circumstances procedures.

Please see the Programme Handbook for further details.