



**Institute of Incorporated Public Accountants**

**Module 10**

**Strategic Management**

**Thursday 29<sup>th</sup>. August 2013**

**10am – 1pm**

**Instructions:**

**Section A – This question is compulsory and MUST be attempted**

**Section B - Answer any three questions**

**All questions carry equal marks**

**Time Allowed: Three hours**

**SECTION A -This question is compulsory and MUST be attempted**

**Question 1**

**Change is inevitable in today's business environment.**

It is important to understand that most changes will be met with varying degrees of resistance by employees and it is importance for managers to understand the basis for this resistance to change.

- (a) Explain the main reasons for resistance to change by employees to change management programmes giving examples. **(16 marks)**
  
- (b) Outline three ways in which managers can try to reduce this resistance. **(9 marks)**

**(Total 25 marks)**

**SECTION B – Answer any three questions**

**Question 2**

Synergy is the golden prize of related diversification!

**Discuss** this statement giving examples from your readings and case study analysis. **(Total 25 marks)**

**Question 3**

“Building core competencies and competitive capabilities is a time-consuming, managerially challenging exercise” (Thompson et al, 2011, p. 385).

**Discuss** this statement drawing on your notes and cases to enhance your answer. **(Total 25 marks)**

**Question 4**

Discuss **six** primary ways companies can achieve a cost advantage by reconfiguring their value chains. Please give examples to support your answer. **(Total 25 marks)**

**Question 5**

**Discuss** the importance of benchmarking for improving the firm’s knowledge base on how to achieve competitive advantage in the future. Please ensure to include in your answer articles and case examples to support your answer. **(Total 25 marks)**

**Question 6**

In today’s highly competitive business environment, budget-oriented planning or forecast-based planning methods are insufficient for large corporations to survive and prosper. The firms must engage in **Strategic Planning**.

**Discuss** the main stages in the Strategic Planning process giving examples to support your answer. **(Total 25 marks)**

**END OF PAPER**

