



Institute of Incorporated Public Accountants

Module 10

Strategic Management

Thursday 28th August 2014

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

- (a) You have recently been employed as a procurement adviser for an expanding low cost/affordable Fashion company in Ireland. Your main role involves researching the competitive dynamics of the industry and advising the company on the nature of the competition and whether expansion is a viable option or not.

Using Porter's five forces framework, **evaluate** the use of the model as a method for evaluating the intensity of competition, giving examples to support your answer.

(15 marks)

- (b) **Outline** in your opinion, the key success factors for the retail fashion industry in Ireland.

(10 marks)

(Total 25 marks)

SECTION B – Answer any three questions

Question 2

- (a) **Critically evaluate** how firms can build shareholder value through unrelated diversification. Please ensure to use examples to support your answer. **(15 marks)**

- (b) **Explain** the concept of a Blue Ocean strategy giving an example to support your answer. **(10 marks)**

(Total 25 marks)

Question 3

"A Strong culture, provided it embraces execution-supportive attitudes, behaviours and work practices, is definitely a healthy culture" (Thompson et al, 2013).

Discuss the above statement, drawing on your notes and cases to enhance your answer.

(Total 25 marks)

Question 4

Discuss the common shortcomings in company mission statements and how they can be overcome. Please ensure to give examples to support your answer.

(Total 25 marks)

Question 5

Outline the difficulties and strategic issues a firm may encounter when pursuing an international strategy **giving examples** to support your answer.

(Total 25 marks)

Question 6

Discuss the impact of an E-business strategy on developing and sustaining competitive advantage in organisations. **Illustrate** your answer with examples.

(Total 25 marks)

END OF PAPER

