



Institute of Incorporated Public Accountants

**Strategic Management
Module 10
Wednesday 31st. August
2011
10am – 1pm**

Instructions:

Time Allowed: Three hours

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

Section B - Answer any three questions

All questions carry equal marks

SECTION A -This question is compulsory and MUST be attempted

Question 1

- (a) You have recently been employed by an expanding retail grocery company in Ireland as a strategy advisor. 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 grocery industry in Ireland. **(10 marks)**

(Total 25 marks)

SECTION B – Answer any three questions

Question 2

“Establishing the correct organisational structures and systems are major issues that managers must deal with when implementing a new strategy” (Thompson and Strickland, 2010).

Evaluate this statement giving examples from organisations that you are familiar with. **(Total 25 marks)**

Question 3

Evaluate the strategies that an organisation must pursue in order to survive in a turbulent high velocity market, giving examples to support your answer.

(Total 25 marks)

Question 4

Discuss the role and importance of Corporate Governance to the modern day business environment and give examples from recent events in Ireland to enhance your answer.

(Total 25 marks)

Question 5

Discuss the payoffs of a clear strategic vision for organisations. Please ensure to give examples to support your answer

(Total 25 marks)

Question 6

Explain the role of value chain analysis in assisting companies to conduct a strategic cost analysis of its activities, with the view of making the firm more cost effective giving examples to support your answer.

(Total 25 marks)

