



Institute of Incorporated Public Accountants

Module 10

Strategic Management

Thursday 30th. August 2012

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

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SECTION A –

This question is compulsory and MUST be attempted

Question 1

You have been approached by a budding entrepreneur who currently has great business success for manufacturing organic beauty products in Ireland but they wish to expand their product offerings into foreign markets but they are not entirely sure as to **what the appropriate modes of entering** into a foreign market are. They have requested the assistance of a business consultant, where they can receive expert information on entrepreneurship and innovation strategies for international markets.

- (a) As the business consultant, you are required to **outline the main options** available for entering foreign markets and **discuss** the advantages and disadvantages associated with each option. Limit your number of options to **four**.

(20 marks)

- (b) Discuss how an organisation can increase intrapreneurship with their staff members.

(5 marks)

(Total 25 marks)

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SECTION B – Answer any three questions

Question 2

“Empowerment of your workforce can be critical to the success of an organisation”.

Discuss this statement explaining why organisations use empowerment, and outlining the key advantages and disadvantages of Empowerment?

(Total 25 marks)

Question 3

“There are three potentially successful generic approaches to outperforming other firms in an industry - overall cost leadership, differentiation, and focus”

(Porter, 1985).

Assess the validity of this statement by referring to competitive positions within an industry of your choice.

(Total 25 marks)

Question 4

Define the term environmental scanning as it applies to strategic management and **discuss** its purpose in an industry analysis, giving examples to support your answer.

(Total 25 marks)

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Question 5

Discuss the rationale for organisations in engaging in Outsourcing, giving examples to support your answer.

(Total 25 marks)

Question 6

Critically evaluate the reasons that encourage firms to pursue related and unrelated diversification, giving examples from your readings and case study analysis.

(Total 25 marks)

END OF PAPER