



Strategic Management

Module 10

June 2010

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

Healthy Foods Ltd. evolved from a local supermarket for natural and health foods in the UK into one of the largest retail grocery chains specialising in organic foods and aims at the higher end of the retail grocery market. It carries a broad product range which includes bread, fish, vegetables, wines and cheeses and wishes to make the shopping experience for consumer one of pleasure, with its décor and store layout. It currently has 100 retail stores in the UK. Its main UK manufacturing operation is based in north of England from where it distributes its products throughout the UK.

The top management is now considering whether they should pursue a strategy of growth and enter into the Irish Retail Grocery market where they believe there will be a good market for their products, as consumers are becoming more health conscious. You have been given a task by your manager the Corporate Planning Executive, to undertake an analysis of the Retail Grocery industry in Ireland.

(a) **Select two** appropriate environmental assessment models and indicate, using examples, how these might be applied in the process of developing a competitive strategy?

[20 Marks]

(b) Outline which of Porter's generic strategies that Healthy Foods Ltd. is pursuing and comment on its relevance.

[5 Marks]

Total Marks 25

Section B – Answer any three questions

Question 2

“You have to transform the culture, not just the strategy. Culture is what people do when no one is watching”. (Thompson, Strickland & Gamble, 2010)

Critically evaluate how a company's culture can aid the drive for proficient strategy execution and operating excellence.

Total Marks 25

Question 3

Discuss the drivers of unethical strategies and business behaviour, giving company examples to support your answer.

Total Marks 25

Question 4

Discuss the impact of an E-business strategy on developing and sustaining better customer relationship management in organisations. **Illustrate** your answer with examples.

Total Marks 25

Question 5

“Strategy-supportive motivational practices and reward systems are powerful management tools for gaining employee commitment” (Thompson et al, 2009).

Discuss the motivational approaches open to management to make their workplace more appealing and spur stronger motivational commitment to strategy execution. **Illustrate** your answer with examples.

Total Marks 25

Question 6

Discuss and give examples of the ways open to a company with a view to gaining competitive advantage in foreign markets.

Total Marks 25