



# Strategic Management

## Module 10

Monday 20<sup>th</sup> June 2011

2pm – 5pm

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**

You have recently bought a small and dynamic company which specialises in developing organic cosmetic products and fake tan products. For success in this industry, innovation and creativity are important factors, together with providing superior customer service at affordable prices. The company realises that building a capable organisation with highly qualified staff is also a key success factor. One of the key challenges for management is to ensure that all staff is highly motivated. You and the top management team have to devise a strategy for the firm's future, which includes the need to motivate your staff and get their support for this strategy.

(a) **Discuss** the motivational approaches that the top management team need to address in order to make their workplace more appealing and spur strategic employee commitment in the strategy execution process.

**[15 Marks]**

(b) **Outline** the barriers that might impede successful execution.

**[10 Marks]**

**[Total 25 Marks]**

## SECTION B – Answer any three questions

### Question 2

**Identify and discuss five** key stages involved in crafting and executing the Strategic Management process, giving examples.

[Total 25 Marks]

### Question 3

“If organisations want to stay competitive, they need to understand the importance of E-business to successful strategy execution” (Thompson and Strickland, 2010)

**Discuss** the strategy shaping characteristics of the E-Business environment as it applies to a company operating in today’s dynamic environment, giving examples to support your answer.

[Total 25 Marks]

### Question 4

**Discuss** the role of Portfolio Analysis in assessing the businesses of a diversified company, using any two models to support your answer.

[Total 25 Marks]

### Question 5

Benchmarking is the process by which companies look at the “best” in the industry and try to imitate their styles and processes.

**Evaluate** the rationale for benchmarking exercises and discuss the benefits of benchmarking to the company. Please ensure to include an example to support your answer.

[Total 25 Marks]

### Question 6

**Discuss** the main driving forces causing the industry’s structure and business environment to change on a continuous basis giving an example to support your answer.

[Total 25 Marks]