

Institute of Incorporated Public Accountants

Module 10

Strategic Management

Thursday 28th. May 2015

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

In today's competitive environment, it is very important for an organisation to monitor its external environment.

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

(Total 25 marks)

SECTION B – Answer any three questions

Question 2

Discuss giving examples the importance of value chain analysis in assessing a firm's cost advantage in comparison to its competitors.

(Total 25 marks)

Question 3

Identify what issues to consider in establishing a strategy-supportive organisational structure and organising the work effort, giving **examples** to support your answer.

(Total 25 marks)

Question 4

Critically evaluate the conditions that can give rise to unethical business strategies and behaviours by individuals in the organisation. Please ensure to include **current examples** from organisations that you are familiar with to enhance your answer.

(Total 25 marks)

Question 5

“The soft stuff is harder than the hard stuff - Roger Enrico, Former CEO of PepsiCo”. (Thompson et al, 2013, p. 395.)

Discuss why organisational cultures matter to the strategy execution process.

(Total 25 marks)

Question 6

Discuss giving examples the major options for entering and competing in global markets, giving examples to support your answer.

(Total 25 marks)

END OF PAPER

