



# **Institute of Incorporated Public Accountants**

## **Module 10**

### **Strategic Management**

**Thursday 31st May 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**

Acting as a consultant for a client who is considering entering the Irish Mobile Phone industry, **advise** the company on the **usefulness** of a Strategic Group Map in identifying the competitive approaches and market positions in the sector. Ensure to include in your answer a Strategic Group Map of the Irish Mobile Phone Industry.

**(Total 25 marks)**

### **SECTION B –**

**Answer any three questions**

#### **Question 2**

As a change agent in a company, you are asked to **advise** a company on the change process they should engage in to change a problem culture which is currently not supporting effective strategy execution.

**(Total 25 marks)**

#### **Question 3**

**Discuss** how to build an ethical organisation giving examples of **“ethical”** companies and practices from your readings.

**(Total 25 marks)**

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### **Question 4**

“The role of the reward system is to align the well-being of organisation members with realising the company’s vision”. (Thompson et al 2010).

**Discuss** the how and why the use of well designed incentives and reward systems can be management’s single most powerful tool for promoting adept strategy execution and operating excellence. Please ensure to draw on your notes and case material in answering this question.

**(Total 25 marks)**

### **Question 5**

**Discuss how to capture the benefits of best practice and continuous improvement programs** giving examples from your readings and case study analysis.

**(Total 25 marks)**

### **Question 6**

“In this new wave of technology, you can’t do it all yourself, you have to form alliances” (Thompson et al 2011).

**Discuss, using illustrations to support your answer** the importance of forming strategic alliances to help organisations to build a global presence in the market.

**(Total 25 marks)**

