



**Institute of Incorporated Public Accountants**

**Module 10**

**Strategic Management**

**Thursday 30<sup>th</sup>. May 2013**

**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**

**Select** an industry of your choice and **explore** the nature of the macro environment in that industry.

Use the **PESTEL** framework to explain your answer and **discuss** how these factors can affect the organisation's competitiveness.

**(Total 25 marks)**

**SECTION B – Answer any three questions**

**Question 2**

**Critically evaluate** the factors that need to be present for a strategic alliance to be successful for a company.

**(Total 25 marks)**

**Question 3**

"Strategies most often fail because they aren't executed well."  
(Thompson, Peteraf, Gamble and Strickland. 2012, p.374.)

**Discuss** the critical components of the strategy execution process.

**(Total 25 marks)**

## **SECTION B – Continued**

### **Question 4**

**Discuss** the value of strategic leadership in determining the firm's strategic direction, giving examples to support your answer.

**(Total 25 marks)**

### **Question 5**

**Discuss** the role of policies and procedures in facilitating good strategy implementation, giving examples to enhance your answer.

**(Total 25 marks)**

### **Question 6**

**Discuss** the key trends in organisation design and **explain** its' managerial implications.

**(Total 25 marks)**

**END OF PAPER**