



Institute of Incorporated Public Accountants

Module 10

Strategic Management

Thursday 29th May 2014

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 business environment, it is important for businesses to act responsibly and in the interest of the stakeholders of the business. Openness and transparency are crucial in all business activities.

- (a) **Discuss** five critical components of a corporate social responsibility strategy. Use **examples** to support your answer.

(16 marks)

- (b) **Discuss** the importance of Whistleblowing to organisations to highlight wrongdoing. Give examples of recent events gaining media attention in Ireland to support your answer.

(9 marks)

(Total 25 marks)

SECTION B – Answer any three questions

Question 2

In relation to strategy execution, **discuss** why resource allocation decisions should be based on the strategic priorities of the organisation. Please **give examples** to support your answer.

(Total 25 marks)

Question 3

Critically evaluate five tools of process management and **comment** their usefulness. Please ensure to use examples to support your answer.

(Total 25 marks)

SECTION B , Continued – Answer any three questions

Question 4

Evaluate the strategic benefits and risks of expanding a company's horizontal scope through mergers and acquisitions **giving examples** to support your answer.

(Total 25 marks)

Question 5

Discuss the variables that influence strategy and its evolution over time. Use examples to support your answer.

(Total 25 marks)

Question 6

"Strategy-supportive motivational practices and reward systems are powerful management tools for gaining employee commitment" (Thompson et al, 2013).

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

(Total 25 marks)

