



Strategic Management

Module 10

Monday

November 2009

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

With the economic outlook as miserable as the wintry weather, even those with strong careers are becoming more fearful of what the future may hold. John Murphy, CEO from the IT services company First solutions says “maintaining morale is a tough task for managers and HR professional. It can be achieved however the key is to be specific in outlining how the future might be better”. John has asked the HR manager Tim Tully to deliver a presentation outlining what managers can do to motivate and improve staff morale in the current economic conditions, given that it is not possible for most employees to receive increases in wages and bonuses.

You are required to prepare the presentation discussing what strategies you would recommend Tim Tully to include on the topic chosen of what managers can do to motivate their staff in a downturn. **[25 Marks]**

Total Marks 25

Section B– Answer any three questions

Question 2

The strategic business manager who is seeking to develop an edge over rival firms can use Porter’s framework to gain a better understanding of the industry context in which a firm operates.

Select an industry of your choice and **critically apply** Porter’s five forces model of competition and comment on the **limitations** of the model.

Total Marks 25

Question 3

“Success in achieving a low cost edge over rivals comes from out managing rivals in performing value chain activities cost-effectively and eliminating or curbing nonessential value chain activities”. **(Thompson, Strickland & Gamble, 2009)**

Critically evaluate the concept of value chain analysis as a method used to achieve a low cost competitive advantage.

Total Marks 25

Question 4

“The sure path to oblivion is to stay where you are”. (Thompson, Strickland & Gamble, 2009)

Discuss the importance of benchmarking for improving the firm’s knowledge base on how to achieve competitive advantage in the future. Please ensure to include examples to support your answer.

Total Marks 25

Question 5

Discuss the actions that can be undertaken by of leader of an organisation in demonstrating Corporate Citizenship and Social Responsibility.

Total Marks 25

Question 6

Discuss giving examples how outsourcing can be used by the firm to its advantage.

Total Marks 25