



# Strategic Management Module 10

Monday  
22<sup>nd</sup> November 2010  
2pm to 5pm

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**

You have been appointed to the new role of Ethics Manager in a leading financial services company. The company has been suffering in recent times from negative publicity in relation to ethical practices and procedures in the financial services sector in general. In response to this, the company wishes to show its' dedication to stakeholders of the company and so in turn has decided to set up an Ethics Department to monitor recent developments in the area.

You have been asked to outline your roles and functions to the staff and top management at a departmental meeting, detailing how you hope to make the organisation more accountable, transparent and responsive to the needs of the stakeholders from an ethical viewpoint and also to comment on the role of the board of directors in the process.

**You are required to prepare the written presentation:**

**(a)** Outlining the role and importance of business ethics in today's business climate.

**[10 Marks]**

**(b)** The main components of a code of ethics programme in the company

**[10 Marks]**

**(c)** The role and responsibility of a company's board of directors in overseeing the ethical policies in the organisation.

**[5 Marks]**

**Total Marks 20**

## **Section B – Answer any three questions**

### **Question 2**

**Discuss** the role and importance of global competition and **explain** three options available to companies pursuing global strategies when competing internationally.

**Total Marks 25**

### **Question 3**

**Examine** the steps involved in attempting to change a problem culture operating in an organisation.

**Total Marks 25**

### **Question 4**

“A company can create competitive advantage by managing its value chain”.  
(Thompson, Strickland & Gamble, 2009) **Discuss** giving examples.

**Total Marks 25**

### **Question 5**

**Outline and explain** the actions involved in building an organisation capable of implementing and executing strategy effectively.

**Total Marks 25**

### **Question 6**

Strategic leadership is of immense importance for the long-term success of organisations. **Outline and explain** the critical action areas on which top management must focus attention in order to ensure effective strategic leadership and give relevant examples.

**Total Marks 25**