



**Institute of Incorporated Public Accountants**

**Module 10**

**Strategic Management**

**Thursday 27<sup>th</sup>. August 2015**

**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**

“There are three potentially successful generic approaches to outperforming other firms in an industry - overall cost leadership, differentiation, and focus” (Porter, 1985).

**Assess the validity of this statement** by referring to competitive positions within an industry of your choice and explaining when it is appropriate to use each strategy.

**(Total 25 marks)**

**SECTION B – Answer any three questions**

**Question 2**

**Evaluate** the strategies that an organisation must pursue in order to survive in a turbulent high velocity market, giving examples to support your answer.

**(Total 25 marks)**

**Question 3**

*“A brilliant strategy, blockbuster product, or breakthrough technology can put you on the competitive map, but only solid execution can keep you there. You have to be able to deliver with intent” (Neilson et al, 2008, p.2).*

**Critically discuss** the above statement and please draw on the theory and practical examples to enhance your answer.

**(Total 25 marks)**

**Question 4**

*"Organisations have come up with impressive variety of motivation and reward practices to help create a work environment that energises and promotes better strategy execution" (Thompson et al, 1013, p.409).*

**Critically discuss** this statement drawing on the theory and practical case examples to enhance your answer.

**(Total 25 marks)**

**Question 5**

**Discuss** the rationale for organisations in engaging in Outsourcing, giving examples to support your answer.

**(Total 25 marks)**

**Question 6**

*"A key factor for effective strategy implementation is the quality of **strategic leadership** at the top of the organisation" (Henry, 2011, p. 353).*

**Critically discuss** this statement drawing on the theory and practical case examples to enhance your answer.

**(Total 25 marks)**

**END OF PAPER**

