



# ICM

DECEMBER 2016

CONTEMPORARY STRATEGIC MANAGEMENT

**Instructions to candidates:**

- a) Time allowed: Three hours (plus an extra ten minutes' reading time at the start – do not write anything during this time)
- b) Candidates are required to answer **BOTH** questions, which relate only to the **ABERCROMBIE & FITCH** case that has been pre-issued
- c) Marks for each question are shown in [ ]
- d) **You are allowed to bring into the examination up to two pages (four sides) of A4 notes. Your prepared notes will count for 15% of the overall marks for this unit. These notes should be handed in and securely attached to your answer script at the end of the examination period**

You are to assume the role of senior management of ABERCROMBIE & FITCH and you are requested to write a strategic management report to assist with developing the strategic future of the organisation. (Note: A standard report format is acceptable.)

1. Your strategic management report should:
  - a) effectively utilise the secondary research from the draft working notes and apply FOUR strategic management frameworks/models to critically analyse and establish the current 'position' that ABERCROMBIE & FITCH finds itself in (i.e. whether the company is in a good/bad/reasonable position to pursue different/new options or strategies). Briefly highlight the reason for using each particular model. [28]
  - b) identify THREE future strategies derived and justified from the analysis above. [7]
  - c) provide a brief summary including possible limitations of using secondary research. [5]

(A total of 5 marks will also be awarded for report structure, readability and legibility)
2.
  - a) Critically evaluate your suggested THREE future ABERCROMBIE & FITCH strategies, using relevant criteria such as suitability, feasibility and acceptability, and select the best strategy with your reasoned justification. [15]
  - b) Provide a detailed account of how the selected best strategy should be implemented, with consideration of resource implications and a Gantt chart for timescales, in order for it to build a competitive advantage and contribute to a successful and sustainable company future. [15]
  - c) Provide a brief summary to conclude. [5]

(A total of 5 marks will also be awarded for report structure, readability and legibility)