



# ICM

JUNE 2016

STRATEGIC MANAGEMENT IN SPORT

**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) Answer any FIVE questions
  - c) All questions carry equal marks. Marks for each question are shown in [ ]
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1. The Olympic Games were successfully held in London in the summer of 2012. Major cities continue to bid for the Games despite the very significant costs. Discuss the strategic benefits that cities and countries hope to gain by hosting the Olympic Games. [20]
  2. 'Strategy is often used to describe the process in which the sport enterprise will be engaged when it competes in a given industry or marketplace.' Discuss in detail, with reference to a sports organisation of your choice. [20]
  3. Explain, with examples from a sports management company of your choice, the difference between deliberate and emergent forms of strategy. [20]
  4. Professional football is very much a global sport with the most famous clubs now being global brands. Explain, with examples of EACH, the importance for success of getting the strategy right with:
    - a) the off-field activities
    - b) the on-field activities [10 each]
  5. There are many strategic models or frameworks available for a sports enterprise to utilise while undertaking strategic analysis of the organisation. Describe any THREE and explain how they might be useful in better understanding the current situation of a sports enterprise. [6 each + 2 for format]
  6. Mergers and Acquisitions can enable the sports enterprise to enter new markets and product areas more quickly than by pursuing the strategy independently. However, there can also be several disadvantages of a merger or acquisition. Describe FOUR such disadvantages. [5 each]
  7. Strategic leadership is at the core of driving necessary change forward within the sports organisation. Strategic leaders can be classified into two categories:
    - a) Charismatic leaders
    - b) Instrumental or transactional leadersDescribe BOTH, with relevant examples of a sports organisation. [10 each]
  8. Organisations that have achieved a competitive advantage (or edge) over their rivals are in a strong position. There are several ways in which this can be achieved. Using a sports enterprise of your choice, describe THREE ways in which competitive advantage can be achieved. [6 each + 2 for format]