



ICM

MARCH 2016

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) Answer any FIVE questions
 - c) All questions carry equal marks. Marks for each question are shown in []
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1. Many organisations find that their objective setting process is a source of conflict, disputes between departments and individuals and disagreement. Explain why this is the case. [20]
 2. Explain the main ratio's typically used to assess organisational performance and review the advantages and disadvantages typically associated with their use. [20]
 3. Review the advantages and disadvantages that a company is likely to encounter from trading internationally. [20]
 4. Analysts will adopt a variety of approaches to establish the total worth of a business. Review the main approaches typically used. [20]
 5. Evaluate the contribution of the EPS/EBIT analysis approach to the process of strategy implementation. [20]
 6. Analyse the main financial and non-financial benefits typically associated with the strategic planning process. [20]
 7. Analyse the various defensive strategies available to an organisation, explaining the appropriate circumstances in which each should be used. [20]
 8. Explain the components and critically evaluate the contribution of the Boston Consulting Group matrix. [20]