



ICM

MARCH 2017

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. Evaluate the options available to an organisation seeking to pursue an intensive strategy, illustrating in your answer the circumstances that will support, and favour, its adoption. [20]
 2. Distinguish between strategy formulation and strategy implementation, illustrating the defining characteristics and features of EACH. [20]
 3. Evaluation forms a key component of the strategic planning cycle. Analyse the ways in which an organisation can evaluate its strategy. [20]
 4. Engaging in overseas trading activity is now a core part of the activities of many organisations across the globe. Analyse the advantages and disadvantages that a company is likely to encounter when trading internationally. [20]
 5. The Boston Consulting Group matrix is a traditional, well-established and widely used, over many years, strategic planning support tool. Review the components of the matrix and assess its contribution in the modern business environment. [20]
 6. Assess the reasons why it continues to be the case that some companies do not engage in strategic planning. [20]
 7. Delegation of authority has an important part to play in the effectiveness of the strategic management process in an organisation. Explain how delegation of authority supports the strategic management process. [20]
 8. Explain the financial and non-financial benefits that companies often gain by engaging in strategic planning. [20]