

Exam Question Paper

College / Institute	College of Business, Arts and Social Sciences		
Department	Brunel Business School		
Exam Author(s)	Dr Dimitrios Koufopoulos		
Module Code	MG5596		
Module Title	STRATEGIC MANAGEMENT		
Month	May	Year	2017/18
Paper Type	Main		
Duration	3 hours		
Question Instructions			
<p>Answer THREE questions: Part A, question one (compulsory) and TWO questions from Part B. Question 1 carries an examination weighting of 40%, all Part B questions carry a weight of 30% each.</p> <p>To answer question one, students shall refer to the clean copy of the case study that will be distributed. At the end of the examination students must hand in the copy of the case study with their scripts.</p>			
Are Calculators Permitted?	Yes		
Permitted Reference Materials	H & M Case Study		
Required Stationery	None		

PART A

1. Answer the following questions based on the case study titled “The Stobart Group Plc” previously advised to you (and on further research that you have instructed to contact).
 - a. How well would you say that Stobart Group is at meeting the expectations of:
 - ✓ Its owners and Investors
 - ✓ Customers
 - ✓ Employees
 - ✓ And other interest Groups
 - b. How satisfactory is the statement –see the case- as the purpose or the mission of the Group? Discuss what might be the Future vision of its management team.

PART B: (ANSWER TWO QUESTIONS)

2. Strategy is a firm’s theory about how to gain competitive advantage. Define competitive advantage. In your definition, distinguish between: temporary and sustainable competitive advantage, competitive parity and competitive disadvantage. Can competitive advantage be measured? If so, how? Critically discuss this question.
3. Under which conditions would it be more appropriate for a firm to enter into a strategic alliance rather than pursue a corporate strategy of either mergers/acquisitions or ‘going it alone’? Which tools could a firm use to pre-empt or prevent the misappropriation of value within an alliance?
4. Critically discuss how leadership cost as a business-level strategy may help to neutralize each of the major threats in an industry.
5. Discuss the differences between mergers and acquisitions and differentiate between friendly and unfriendly acquisitions. Why might a bidding firm still engage in acquisitions even if, on average, the acquisitions do not create value for the bidding firm's stockholders? Critically discuss this question.

End of Examination Paper