

UNIVERSITY OF BRADFORD
MBA STRATEGIC MANAGEMENT

MAN4094M

Monday 28th April 2014

09:15 – 11:15 hours

Answer any **TWO** questions.

All questions carry equal marks: the relative weighting for individual sections is shown where appropriate.

You are strongly advised to divide your time equally between the two answers you write. Illustrate your answers with examples.

Answer **TWO** questions

1. "If you don't know where you are going, how will you know when and if you have arrived?" Discuss this statement in relation to Strategic Purpose, the relevance of Mission and Vision statements and the relative need for a deliberate or more emergent approach to strategy. Critically evaluate the options you discuss.

(100 marks)

2. Corporate and Business level strategies are distinct in their approaches but are still interconnected. Using appropriate theories and frameworks, together with examples, explain the differences between the two and explore how they inter-relate.

(100 marks)

3. Evaluation and Implementation of strategy pose a number of key issues not only for successful implementation but also for strategy development. Explore the key issues involved and critically evaluate the concepts explored.

(100 marks)

4. Michael Porter's Generic Strategies framework makes a clear distinction between Low Cost and Differentiation as two mutually exclusive/incompatible strategies and he makes a great deal about the dangers of being 'stuck in the middle'. Discuss the issues involved and explore the alternative options for explaining the paradoxical success of companies apparently 'stuck in the middle'. Critically evaluate the theoretical concepts involved with a view to explaining why companies can do well by challenging this deterministic view.

(100 marks)