

OLLSCOIL NA hÉIREANN, GAILLIMH
NATIONAL UNIVERSITY OF IRELAND, GALWAY.

SEMESTER 2 EXAMINATION 2000/2001

MASTERS IN BUSINESS STUDIES DEGREE EXAMINATION

STRATEGIC MARKETING

Paper 2

[MK 501]

Professor James Lynch;
Dr. Aidan Daly;
Mr. Declan Fleming.

Time allowed: **three and a half** hours.
Non-English Speaking Students: four hours.

Please answer **all three** questions.

CASE STUDY: BLACK DIAMOND EQUIPMENT LTD.

1. Describe the structure of the skiing and mountaineering equipment industry. What are the driving forces and competitive dynamics of the industry? Discuss the key success factors necessary for a firm to effectively compete in this industry.

[40 marks]
2. Identify and assess Black Diamond's competitive strategy. What are Black Diamond's distinctive competencies? Does the company's strategy fit its competitive capabilities?

[30 marks]
3. Should Black Diamond consider changing its strategy in light of the Black Prophet problem? How should Black Diamond's approach to strategy implementation change to prevent similar problems from arising in the future?

[30 marks]

Please note: Exhibits are shown at the end of the case.