

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

**SUMMER EXAMINATIONS, 2000/01**

**MASTER OF ACCOUNTING EXAMINATION**

**STRATEGIC MANAGEMENT (MG533)**

**Professor P. Willman**

**Professor R. Green**

**Dr. P. Ryan**

Time allowed: **THREE** hours

Please attempt **THREE** questions. All students must attempt **Question 1** in Part A, in addition to **TWO OTHER** questions in Part B.

Please use **separate answer books for each question.**

**PART A (Case Study)**

1. Analyse the attached case, “Lonely Planet Publications”, using the following guidance questions:
  - a) Describe the mission and business strategy of Lonely Planet and outline the bases of its success.
  - b) Outline the bases of competition historically in the travel publishing sector.
  - c) Outline the driving forces in the industry.
  - d) Recommend a course of action for Lonely Planet.

**(50% of Total Marks).**

**please turn over  
contd./**

**PART B (Essay Questions)**

2. Describe the methods involved when management conducts a situation analysis prior to crafting a strategy. Include in your discussion the extent to which such analysis combines science and art on the part of the manager.

**(25% of Total Marks).**

3. Describe the business strategy options open to management and the circumstances under which each option is most appropriate. Briefly outline what analysis precedes such strategic choice.

**(25% of Total Marks)**

4. Compare and contrast transnational, global and multinational strategies for international companies.

**(25% of Total Marks)**

5. Describe the issues and processes involved for management in building a capable organisation and appropriate corporate culture for successful strategy implementation.

**(25% of Total Marks)**

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