

**UNIVERSITY OF BOLTON**  
**SCHOOL OF BUSINESS AND CREATIVE**  
**TECHNOLOGIES**  
**RAS AL KHAIMAH CAMPUS**  
**BUSINESS MANAGEMENT PATHWAY**  
**SEMESTER 1 EXAMINATIONS 2009/2010**  
**STRATEGIC MANAGEMENT**  
**MODULE NO: BAM3003 RAK**

Date: Wednesday 20<sup>th</sup> January 2010

Time: 14:00 – 17:00

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**INSTRUCTIONS TO CANDIDATES:**

There are **TWO** questions on this paper.

Answer **ALL** questions.

All questions carry equal marks.

This is an open book exam, except that no text books are allowed.

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School of Business and Creative Technologies  
Ras al Khaimah Campus  
Business Management Pathway  
Semester 1 Examination 2009/2010  
Strategic Management  
Module No. BAM3003 RAK

**Answer ALL questions**

This exam focuses on those lectures and 'key readings' which have concentrated on the '**UK MOBILE PHONE INDUSTRY**' as one of the theme industries of the course.

**Required:**

1. Using Porters(1980) Five Forces Framework and Bowman's (1995) Strategy Clock:

**Analyse** the competitive nature of the UK Mobile Phone Industry.

**Evaluate** how has the Apple i-phone managed to maintain its competitive position?

**(50 marks)**

2. In September 2009, T-mobile and Orange announced plans for a proposed merger of the two companies.

**Analyse** the rationale for the merger and evaluate the impact that this may have on the UK mobile phone market.

**(50 marks)**

**END OF QUESTIONS**