

UNIVERSITY OF BOLTON

**SCHOOL OF BUSINESS AND CREATIVE
TECHNOLOGIES**

BUSINESS MANAGEMENT PATHWAY

**SEMESTER 2 EXAMINATIONS 2009/2010
(INCLUDING REFER/DEFERS)**

STRATEGIC MANAGEMENT

MODULE NO: BAM3003

Date: Thursday 3rd June 2010

Time: 10:00 – 13:00

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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Strategic Management
Module No. BAM3003

Answer ALL questions

This exam focuses on those lectures and 'key readings' which have concentrated on the '**European Airline Industry**' as one of the theme industries of the course.

Required:

1. Using Porter's (1980) Five Forces and Bowman's (1995) Strategy Clock; Analyse the competitive nature of the European Airline Industry. Evaluate how has Ryanair managed to maintain its competitive position?

(50 marks)

2. In November 2009, British Airways and Iberia 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 European Airline Industry.

(50 marks)

END OF QUESTIONS