

UNIVERSITY OF BOLTON
RAS AL KHAIMAH CAMPUS
SCHOOL OF BUSINESS AND CREATIVE
TECHNOLOGIES
BUSINESS PATHWAY
SEMESTER 1 EXAMINATIONS 2010/2011
STRATEGIC MANAGEMENT
MODULE NO: BAM 3003

Date: 19 January 2011

Time: 2:00pm – 5:00pm

INSTRUCTIONS TO CANDIDATES:

There are two questions on this paper.

Answer ALL questions.

This is an open book exam, except that no text books are allowed. You are allowed to bring two A4 sheets of notes with you. These must be left with your exam script.

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

REQUIRED:

1. Using Bowman's (1996) Strategy Clock, critically analyse the different strategic positions adopted by the major manufacturers in the European Car Industry as they strive for "Competitive Advantage".

(50 marks)

2. Over the last ten years European Car manufacturers have followed a strategy of merger/acquisitions and alliances. Critically evaluate these strategic methods and evaluate the rational and success of these approaches.

(50 marks)

END OF QUESTIONS