



Strategic Management

SAMPLE

Guidance on the Exam

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The case study for the Level 7 Strategic Management exam is available for pre-release.

This means that we will make the case study available to you and your students 2 weeks (14 days) before the exam, via Connect.

Students can analyse the case study during this time. Students can use any books, resources and course notes to help them understand and analyse the case study. You are also permitted to support your students to understand and analyse the case study.

Students **are** permitted to:

- annotate the case study
- **bring the annotated copy into the exam.**

There are no restrictions on the annotations that students can make on their copy of the case study.

Please let your students know that they can bring an annotated copy of the case study to the examination.

If a student forgets to bring their copy of the case study to the exam, they must sit the exam without this resource. There is a copy of the case study reproduced at the beginning of the exam.

The reason that we are releasing the case study ahead of the exam is to allow students to better demonstrate the knowledge, skills and understanding they have acquired in the study of the Strategic Management unit. The case study requires careful analysis ahead of the examination. Allowing students to prepare in this way will help them to apply their knowledge, skills and understanding of the unit to the specific details of the case study. It also lets us set questions that are at the appropriate level of demand for a master's level qualification.

Advice for Students about preparing for the Strategic Management examination.

You will receive the case study two weeks before the examination. Once you get the case study, you should:

1. read the case study, several times, in careful detail.
2. Analyse the case study by applying to it the analytical frameworks and concepts you have studied as part of the Strategic Management Unit, for example:
 - Value Chain
 - PESTEL analysis
 - Stakeholder mapping
 - Generic Strategies/ Strategy Clock
 - Cultural Web
 - Strategic group analysis
 - Ansoff Matrix
 - Balogun/ Hope Hailey matrix for types of strategic change

These are examples, and not an exhaustive list.

Points to consider:

- Some of the models, concepts and frameworks won't be applicable to the case study but it is important to consider them all so you build a thorough analytical understanding of the case study.
- Do **not** take a mechanical, list-driven approach. To get a full understanding of the case study you need to conduct a thorough critical analysis.
- Do **not** think that preparing for the examination is just a matter of reading the case study and highlighting bits that are "important". You must **analyse** the case study, using Strategic Management frameworks and concepts.
- You will **not** gain marks by gathering more information about the organisation on which the case study is based and repeating it in the examination. You may find it useful to access other resources to help provide some more context to the case study organisation, but do appreciate that it is the quality of the *analysis* you give that you will be assessed on.