



# Strategic Management

## SAMPLE

### Mark Scheme

This marking scheme has been prepared as a **guide only** to markers. This is not a set of model answers, or the exclusive answers to the questions, and there will frequently be alternative responses which will provide a valid answer. Markers are advised that, unless a question specifies that an answer be provided in a particular form, then an answer that is correct (factually or in practical terms) **must** be given the available marks.

If there is doubt as to the correctness of an answer, the relevant NCC Education materials should be the first authority.

**Throughout the marking, please credit any valid alternative point.**

**Where markers award half marks in any part of a question, they should ensure that the total mark recorded for the question is rounded up to a whole mark.**

**Answer all FOUR (4) questions**

The following questions are, in part, based on the YKK case study. You should base your answers on the information in the case study and your knowledge from studying the Strategic Management Unit.

**Question 1**

**25 Marks**

Analyse YKK's strategic capability using Porter's Value Chain framework. What linkages in the Value Chain does YKK manage particularly well?

Assess the sustainability of YKK's strategic capability using the Valuable, Rare, Inimitable and Organisational Support (VRIO) framework.

<b>0-6 marks</b>	<b>7-9 marks</b>	<b>10-14 marks</b>	<b>15-17 marks</b>	<b>18-25 marks</b>
<i>Basic understanding and analysis of YKK's strategic capability using Porter's Value Chain framework.</i>	<i>Limited understanding and analysis of YKK's strategic capability using Porter's Value Chain framework.</i>	<i>Consistent understanding and analysis of YKK's strategic capability using Porter's Value Chain framework.</i>	<i>Critical understanding and analysis of YKK's strategic capability using Porter's Value Chain framework.</i>	<i>Consistently critical understanding and analysis of YKK's strategic capability using Porter's Value Chain framework.</i>
<i>Demonstrates basic ability to evaluate the management of the linkages in YKK's Value Chain leading to basic judgements about the quality of their management.</i>	<i>Demonstrates limited ability to critically evaluate the management of the linkages in YKK's Value Chain leading to limited judgements about the quality of their management.</i>	<i>Demonstrates adequate ability to critically evaluate the management of the linkages in YKK's Value Chain leading to justified judgements about the quality of their management.</i>	<i>Demonstrates sound ability to critically evaluate the management of the linkages in YKK's Value Chain leading to appropriate judgements about the quality of their management.</i>	<i>Demonstrates comprehensive ability to critically evaluate the management of the linkages in YKK's Value Chain leading to highly appropriate judgements about the quality of their management.</i>
<i>Basic application of the VRIO framework to the assessment of the sustainability of YKK's strategic capability leading to basic conclusions.</i>	<i>Limited application of the VRIO framework to the assessment of the sustainability of YKK's strategic capability leading to limited conclusions.</i>	<i>Adequate application of the VRIO framework to the assessment of the sustainability of YKK's strategic capability leading to justified conclusions.</i>	<i>Sound application of the VRIO framework to the assessment of the sustainability of YKK's strategic capability leading to justified and appropriate conclusions.</i>	<i>Coherent application of the VRIO framework to the assessment of the sustainability of YKK's strategic capability leading to well justified and highly appropriate conclusions.</i>

<i>Mark scheme continued from previous page...</i>				
<b>0-5 marks</b>	<b>6-10 marks</b>	<b>11-15 marks</b>	<b>16-18 marks</b>	<b>19-25 marks</b>
<i>Basic overall assessment of the YKK's strategic capability using the conclusions from the individual elements of the VRIO framework.</i>	<i>Limited overall assessment of the YKK's strategic capability using the conclusions from the individual elements of the VRIO framework.</i>	<i>Adequate overall assessment of the YKK's strategic capability using the conclusions from the individual elements of the VRIO framework.</i>	<i>Sound overall assessment of YKK's strategic capability using the conclusions from the individual elements of the VRIO framework.</i>	<i>Excellent overall assessment of YKK's strategic capability using the conclusions from the individual elements of the VRIO framework.</i>

**Question 2****25 Marks**

How has YKK responded to major changes in the macroenvironment and the industry environment that it has faced in the past, and how effective have those responses been?

What are the major issues currently facing YKK from the macroenvironment and the industry environment that need to be reflected in the company's future strategy?

<b>0-6 marks</b>	<b>7-9 marks</b>	<b>10-14 marks</b>	<b>15-17 marks</b>	<b>18-25 marks</b>
<i>Basic understanding and analysis of how effective YKK's responses to major changes in its macroenviron. have been in the past.</i>	<i>Limited understanding and analysis of how effective YKK's responses to major changes in its macroenviron. have been in the past.</i>	<i>Consistent understanding and analysis of how effective YKK's responses to major changes in its macroenviron. have been in the past.</i>	<i>Critical understanding and analysis of how effective YKK's responses to major changes in its macroenviron. have been in the past.</i>	<i>Consistently critical understanding and analysis of how effective YKK's responses to major changes in its macroenviron. have been in the past.</i>
<i>Basic understanding and analysis of how effective YKK's response to major changes in its industry environment have been in the past.</i>	<i>Limited understanding and analysis of how effective YKK's response to major changes in its industry environment have been in the past.</i>	<i>Consistent understanding and analysis of how effective YKK's response to major changes in its industry environment have been in the past.</i>	<i>Critical understanding and analysis of how effective YKK's response to major changes in its industry environment have been in the past.</i>	<i>Consistently critical understanding and analysis of how effective YKK's response to major changes in its industry environment have been in the past.</i>
<i>Basic ability to identify and critically evaluate the major issues currently facing YKK from the macroenviro.</i>	<i>Limited ability to identify and critically evaluate the major issues currently facing YKK from the macroenviro.</i>	<i>Adequate ability to identify and critically evaluate the major issues currently facing YKK from the macroenviro.</i>	<i>Sound ability to identify and critically evaluate the major issues currently facing YKK from the macroenviro.</i>	<i>Comprehensive ability to identify and critically evaluate the major issues currently facing YKK from the macroenviro.</i>

<i>Mark scheme continued from previous page...</i>				
<b>0-6 marks</b>	<b>7-9 marks</b>	<b>10-14 marks</b>	<b>15-17 marks</b>	<b>18-25 marks</b>
<i>Basic identification of the major issues currently facing YKK from the competitive environment.</i>	<i>Limited identification of the major issues currently facing YKK from the competitive environment.</i>	<i>Adequate identification of the major issues currently facing YKK from the competitive environment.</i>	<i>Strong identification of the major issues currently facing YKK from the competitive environment.</i>	<i>Excellent identification of the major issues currently facing YKK from the competitive environment.</i>
<i>Basic ability to identify the major issues from the overall environment currently facing YKK leading to basic judgements about what should be reflected in YKK's future strategy.</i>	<i>Limited ability to identify and evaluate the major issues from the overall environment currently facing YKK leading to limited judgements about what should be reflected in YKK's future strategy.</i>	<i>Adequate ability to identify and critically evaluate the major issues from the overall environment currently facing YKK leading to justified judgements about what should be reflected in YKK's future strategy.</i>	<i>Sound ability to identify and critically evaluate the major issues from the overall environment currently facing YKK leading to justified and appropriate judgements about what should be reflected in YKK's future strategy.</i>	<i>Comprehensive ability to identify and critically evaluate the major issues from the overall environment currently facing YKK leading to well justified and highly appropriate judgements about what should be reflected in YKK's future strategy.</i>

**Question 3****25 Marks**

Analyse YKK's previous strategies using Porter's generic strategy framework, and the Ansoff Matrix. To what extent are these strategies appropriate for the future?

Analyse the approach to internationalisation that YKK has adopted and assess the extent to which that approach has been appropriate, and why.

<b>0-6 marks</b>	<b>7-9 marks</b>	<b>10-14 marks</b>	<b>15-17 marks</b>	<b>18-25 marks</b>
<i>Basic application of Porter's generic strategy framework to YKK's previous strategies leading to basic judgements about appropriateness of those strategies for the future.</i>	<i>Limited application of Porter's generic strategy framework to YKK's previous strategies leading to limited judgements about appropriateness of those strategies for the future.</i>	<i>Appropriate application of Porter's generic strategy framework to YKK's previous strategies leading to adequate judgements about appropriateness of those strategies for the future.</i>	<i>Sound application of Porter's generic strategy framework to YKK's previous strategies leading to appropriate judgements about appropriateness of those strategies for the future.</i>	<i>Coherent application of Porter's generic strategy framework to YKK's previous strategies leading to highly appropriate judgements about appropriateness of those strategies for the future.</i>

<i>Mark scheme continued from previous page...</i>				
<b>0-6 marks</b>	<b>7-9 marks</b>	<b>10-14 marks</b>	<b>15-17 marks</b>	<b>18-25 marks</b>
<i>Basic application of the Ansoff Matrix to YKK's previous strategies leading to basic judgements about the appropriateness of those strategies for the future.</i>	<i>Limited application of the Ansoff Matrix to YKK's previous strategies leading to limited judgements about the appropriateness of those strategies for the future.</i>	<i>Appropriate application of the Ansoff Matrix to YKK's previous strategies leading to adequate judgements about the appropriateness of those strategies for the future.</i>	<i>Sound application of the Ansoff Matrix to YKK's previous strategies leading to appropriate judgements about the appropriateness of those strategies for the future.</i>	<i>Coherent application of the Ansoff Matrix to YKK's previous strategies leading to highly appropriate judgements about the appropriateness of those strategies for the future.</i>
<i>Basic understanding and of the approach to int'lisation that YKK has adopted.</i>	<i>Limited understanding and analysis of the approach to int'lisation that YKK has adopted.</i>	<i>Consistent understanding and analysis of the approach to int'lisation that YKK has adopted.</i>	<i>Critical understanding and analysis of the approach to int'lisation that YKK has adopted.</i>	<i>Consistently critical understanding and analysis of the approach to int'lisation that YKK has adopted.</i>
<i>Basic ability to critically evaluate the approach to int'lisation adopted by YKK leading to basic judgements about its appropriateness.</i>	<i>Limited ability to critically evaluate the approach to int'lisation adopted by YKK leading to limited judgements about its appropriateness.</i>	<i>Adequate ability to critically evaluate the approach to int'lisation adopted by YKK leading to adequate judgements about its appropriateness.</i>	<i>Sound ability to critically evaluate the approach to int'lisation adopted by YKK leading to appropriate judgements about its appropriateness.</i>	<i>Comprehensive ability to critically evaluate the approach to int'lisation adopted by YKK leading to highly appropriate judgements about its appropriateness.</i>

**Question 4****25 marks**

Explain what is meant by the deliberate and the emergent approaches to strategy formation in organisations

What balance of intended and emergent approaches to strategy formation has YKK adopted in the past? To what extent has that balance been appropriate, and why? How do you believe that balance should be changed for the future, and why?

<b>0-5 marks</b>	<b>6-10 marks</b>	<b>11-15 marks</b>	<b>16-18 marks</b>	<b>19-25 marks</b>
<i>Basic understanding of what is meant by the deliberate approach to strategy formation in organisations.</i>	<i>Limited understanding and analysis of what is meant by the deliberate approach to strategy formation in organisations.</i>	<i>Consistent understanding and analysis of what is meant by the deliberate approach to strategy formation in organisations.</i>	<i>Critical understanding and analysis of what is meant by the deliberate approach to strategy formation in organisations.</i>	<i>Consistently critical understanding and analysis of what is meant by the deliberate approach to strategy formation in organisations.</i>

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<i>Basic understanding of what is meant by the emergent approach to strategy formation in organisations.</i>	<i>Limited understanding and analysis of what is meant by the emergent approach to strategy formation in organisations.</i>	<i>Consistent understanding and analysis of what is meant by the emergent approach to strategy formation in organisations.</i>	<i>Critical understanding and analysis of what is meant by the emergent approach to strategy formation in organisations.</i>	<i>Consistently critical understanding and analysis of what is meant by the emergent approach to strategy formation in organisations.</i>
<i>Basic understanding of the balance between intended and emergent approaches to strategy formation adopted by YKK.</i>	<i>Limited understanding and evaluation of the balance between intended and emergent approaches to strategy formation adopted by YKK.</i>	<i>Consistent understanding and evaluation of the balance between intended and emergent approaches to strategy formation adopted by YKK.</i>	<i>Critical understanding and evaluation of the balance between intended and emergent approaches to strategy formation adopted by YKK.</i>	<i>Consistently critical understanding and evaluation of the balance between intended and emergent approaches to strategy formation adopted by YKK.</i>
<i>Basic judgements about the appropriateness of the balance between intended and emergent approaches to strategy formation adopted by YKK and how they should be changed for the future.</i>	<i>Limited judgements about the appropriateness of the balance between intended and emergent approaches to strategy formation adopted by YKK and how they should be changed for the future.</i>	<i>Adequate judgements about the appropriateness of the balance between intended and emergent approaches to strategy formation adopted by YKK and how they should be changed for the future.</i>	<i>Appropriate judgements about the appropriateness of the balance between intended and emergent approaches to strategy formation adopted by YKK and how they should be changed for the future.</i>	<i>Highly appropriate judgements about the appropriateness of the balance between intended and emergent approaches to strategy formation adopted by YKK and how they should be changed for the future.</i>

End of Paper

## Learning Outcomes matrix

Question	Learning Outcomes assessed	Marker can differentiate between varying levels of achievement
1	1	Yes
2	1	Yes
3	2	Yes
4	3	Yes

## Grade descriptors

Learning Outcomes	Pass	Merit	Distinction
Analyse the strategic position of an organisation	Provide a consistent understanding and analysis of complex information, concepts and frameworks in contexts involving interacting factors.	Provide critical understanding and analysis of complex information, concepts and frameworks in contexts involving multiple interacting factors.	Provide consistently critical understanding and analysis of highly complex information, concepts and frameworks in contexts involving multiple interacting factors.
Analyse and evaluate the strategic choices available to an organisation.	Demonstrate adequate ability to critically evaluate actions, methods and results and make appropriate judgements about their implications.	Demonstrate sound ability to critically evaluate actions, methods and results and make appropriate judgements about their short and long term implications.	Demonstrate comprehensive ability to critically evaluate actions, methods and results and make highly appropriate judgements about their short and long term implications.
Critically assess the issues facing an organisation when managing and implementing strategy and formulate approaches to managing change.	Undertake application of appropriate methodologies to complex problems to offer justified solutions.  Demonstrate adequate understanding of the wider context of the field.	Undertake sound application of appropriate methodologies to complex problems and offer justified and appropriate solutions.  Demonstrate sound understanding of the wider context of the field.	Undertake coherent application of appropriate methodologies to complex problems to offer well justified and highly appropriate solutions.  Demonstrate comprehensive understanding of the wider context of the field.