



PAN AFRICA CHRISTIAN UNIVERSITY

BACHELORS COMMERCE

END OF TERM EXAMINATION

DEPARTMENT: BUSINESS

COURSE CODE: BUS3133|CDC404|BCM401

COURSE TITLE: STRATEGIC MANAGEMENT

EXAM DATE: FRIDAY 5th AUGUST 2016

TIME: 1730HRS – 2030HRS

INSTRUCTIONS

- This exam script has **TWO (2)** sections.
- Read all questions carefully before attempting.
- Answer All questions in Section **A** and any other Three questions in Section **B**.
- Write your **student number** on the answer booklet provided.

SECTION ONE

QUESTION ONE

1. a) What is strategic management (2 Marks).
- b) Distinguish between:
 - i) Vision and Mission (2 Marks).
 - ii) Strategy and Structure (2 Marks).
 - iii) Blue Ocean and Red Ocean Strategy (2marks)
 - iv) Core Values and Style (2marks)
- c) Describe any FOUR forces of Porters Five force Model (8 Marks).
- d) What is a strategic issue (2 Marks).

QUESTION TWO

- a. Using Examples describe how an organization can scan the external side of an organization (10Marks)
- b. Describe the steps taken developing a strategic plan (10 Marks)

SECTION TWO

QUESTION THREE

- a. The Balanced Score Card has been argued to be a better method of measuring organizational performance than the traditional financial methods. Discuss (10marks).
- b. Using an organization of your choice conduct a SWOT analysis (10 marks)

QUESTION FOUR

- a. You have been selected as a strategic management student of PAC University to assist the university map out her stakeholders. Conduct the University's stakeholders' analysis (10 Marks)
- b. Describe McKinsey's 7 S Framework and its relevance to strategic management (10 Marks).

QUESTION FIVE

- a. 'Strategic management is not always about planning.' Discuss (10 marks)
- b. Using a table describe the components of an implementation matrix and the importance of each of them (10Marks).

QUESTION SIX

- a) Many well-crafted strategic plans rarely get implemented. Describe FOUR reasons that lead to failure in implementation. (10 Marks).
- b) Distinguish between business and strategic planning (10 Marks).