PAN AFRICA CHRISTIAN UNIVERSITY

SCHOOL OF LEADERSHIP, BUSINESS & TECHNOLOGY

END OF SEMESTER EXAMINATION FOR THE DEGREE OF

BACHELOR OF BUSINESS LEADERSHIP

BACHELOR OF COMMERCE

BACHELOR OF BUSINESS INFORMATION TECHNOLOGY

SEPTEMBER-DECEMBER 2019

CAMPUS: ROYSAMBU

DEPARTMENT: BUSINESS STUDIES

COURSE CODE: BUS3133|BCM401|BIT409

COURSE TITLE: STRATEGIC MANAGEMENT

EXAM DATE: WEDNESDAY 4th DECEMBER 2019

DURATION: 2 HOURS

TIME: 2:00PM-4:00PM

INSTRUCTIONS

- Read the instructions and questions carefully before you write the answers.
- Write your **STUDENT NUMBER** in the Answer Booklet given
- *Write clearly and legibly.*
- This exam script consists of **Six (6)** questions.
- Answer **QUESTION ONE (compulsory)** and A**ny other three (3)** questions
- *ALL PAC University's examination rules and regulations apply*

QUESTION ONE (COMPULSORY)

a) Define the word strategy (2marks)

b) Outline the importance of strategic management in organizations

(4marks)

c) i)Identify four organizational stakeholders (2marks)

ii) Explain their interest in an organization (2marks)

iii) State how the management should treat each of them in order to achieve long term goals. (2marks)

d) Explain any three technological factors that influence organizational activities. (6marks)

e) Strategy formulation in an organization is done at three levels. Discuss.

(6marks)

f) Explain the following Generic strategies as identified by Michael porter.

i. Cost leadership (2marks)
ii. Differentiation (2marks)
iii. Focus (2marks)

QUESTION TWO

a) By use of TOWS matrix, identify a company of your choice and suggest any two strategies that it can adopt and become competitive in the business environment. (4 marks)

b) Briefly explain any three strategies adopted by not–for-profit (NFPO) organizations. (6marks)

QUESTION THREE

a) Explain the following terms as used in strategic management

i. Distinctive competencies (2marks)

ii. Core competencies (3marks)

b) Explain the concentration strategy as an organizational growth strategy.

(5 marks)

QUESTION FOUR

a) Using a relevant example explain the Conglomerate diversification strategy (2marks)

b) With the help of a diagram, evaluate the porter's diamond as a basis for which Companies need to understand how national factors can affect competitive advantage. (8 marks)

QUESTION FIVE

a) Identify four **major** steps in making a strategic choice. (4 marks)

b) Discuss any three retrenchment strategies applicable in a weak competitive position of a company. (6 marks)

QUESTION SIX

(a) Outline and briefly explain the major steps in strategy control process.

(5marks)

b) Explain the five-stage model of the strategy implementation process.

(5 marks)