PAN AFRICA CHRISTIAN UNIVERSITY

SCHOOL OF HUMANITIES AND SOCIAL SCIENCES

END OF SEMESTER EXAMINATION FOR THE DEGREE OF

SEPTEMBER-DECEMBER 2017

CAMPUS: ROYSAMBU

DEPARTMENT: COMMUNITY DEVELOPMENT

COURSE CODE:

COURSE TITLE: STRATEGIC PLANNING AND MANAGEMENT

EXAM DATE: 8th DECEMBER 2017

TIME: 2.00PM-5.00PM

DURATION: 3 hours

INSTRUCTIONS

•Read all questions carefully before attempting.

•Answer question ONE and any other TWO questions.

The paper has **two**sections **section A** and **section B**. **Question 1** in section A is **compulsory**. Chose **three** questions from section B. all questions carry an equal **mark of 25**.

SECTION A

1. (a) Define the following terms as used in the study of strategic planning. (10mks)
   - strategic planning
   - strategists
   - tactic
   - strategy formulation
   - SWOT analysis

   (b) Name five different strategists in an organisation and briefly discuss their roles. (15mks)

SECTION B

1. (a) Discuss why strategic planning is important to an organisation. (10mks)
   (b) What were the two main issues of concern during the origin of strategic planningin the late 1950s and what was their main cause. (5 marks)
   (c) Strategic planning and management is more complicated and difficult process for Public/ not-for-profit organisations than for private companies. Discuss. (10 marks)

2. (a) State the basic elements of strategic management. (5mks)
   (b) In detail discuss each of the elements stated in (a) above. (20mks)

3. (a) Government interference can adversely affect the operation of both Private and Public institutions. Discuss. (20mks)
   (b) State the main shortcomings of SWOT analysis. (5mks)

4. (a) Discuss why two or more companies may form a strategic alliance. (10mks)
   (b) Explain the meaning of corporate strategies. (2mks)
   (c) What are the conditions that favour collusion strategy in an industry. (8mks)
   (d) Discuss the two generic strategies proposed by Michael porter and state why they are called generic. (5mks)
5. (a) Discuss some of the entry barriers that companies or government may impose to discourage competition from prospective companies. (10mks)
   (b) Using a well-illustrated diagram, discuss TOWS matrix. (15mks)