PAN AFRICA CHRISTIAN UNIVERSITY

SCHOOL OF LEADERSHIP, BUSINESS AND TECHNOLOGY

END OF SEMESTER EXAMINATION FOR THE DEGREE OF

BACHELOR OF COMMERCE

BACHELOR OF BUSINESS LEADERSHIP

DECEMBER 2018 EXAMINATIONS

CAMPUS: VALLEY ROAD

DEPARTMENT: BUSINESS STUDIES

COURSE CODE: BUS3133|BCM401

COURSE TITLE: STRATEGIC MANAGEMENT

EXAM DATE: MONDAY 3RD DECEMBER 2018

DURATION: 3 HOURS

TIME: 5:30PM-8:30PM

INSTRUCTIONS

- Read the instructions and questions carefully before you write the answers.
- Write your **STUDENT NUMBER** in the Answer Booklet given
- **Answer QUESTION ONE and any other FOUR questions out of the SIX provided**
- *Write clearly and legibly.*
- *ALL PAC University's examination rules and regulations apply*

SECTION A: ANSWER ALL QUESTIONS IN THIS SECTION { 40 MARKS}

QUESTION ONE

The following is the mission statement of Dell Company. **"Dell's mission is to be the most successful computer company in the world at delivering the best customer experience in markets we serve. In doing so, Dell will meet customer expectations of highest quality; leading technology ; competitive pricing; individual and company accountability; best-in-class service and support; flexible customization capability; superior corporate citizenship ; financial stability".**

From the above mission statement;

a) Identify the present mission statement components **(7mks)**
b) State **four** fundamentals of strategic management process **(4mks)**
c) Giving **three** reasons, explain why strategic planning does not deliver the desired results **(6mks)**
d) Discuss **four** ways you would employ to minimize and manage resistance to change in your organization **(8mks)**
e) Explain **three** features you would look for in forward looking managers **(6mks)**
f) Identify **five** areas to inculcate values and an ethical culture of integrity in Kenya **(5mks)**
g) Explain the significance of organizational culture **(4mks)**

SECTION B: 60 MARKS: ANSWER FOUR QUESTIONS {15 MARKS EACH

QUESTION TWO

a) Outline **three** symptoms of an ineffective organizational structure **(3mks)**

b) Describe characteristics of high performance organizational culture **(6mks)**

c) Explain **three** reasons why strategic management is very essential in an organization **(6mks)**

QUESTION THREE

a) Study the image below and give a suitable title **(2mks)**

b) Describe **three** reasons why it is becoming increasingly difficult to carry out the exercise depicted by the image **(6mks)**.

c) Outline **two** factors that prohibit effective resource allocation in organizations **(2mks).**

QUESTION FOUR

John had some of his businesses in the category of the "Dogs". He approached you as a business consultant for some advice on the strategies he would put in place to improve the condition of his businesses from the current category and make it bounce back to profitability.

a) Explain the **fou**r solutions you would offer him **(8mks)**

b) Explain **two** basic strategic alternatives you would have in your organization **(4mks)**

c) State **three** models of business portfolio analysis **(3mks)**

QUESTION FIVE

One of the challenges of strategic management in the 21st century is deciding whether strategies should be visible or hidden from stakeholders. As the Chief Executive Officer of Mata Company clearly explain;

a) Reasons you would not involve stakeholders in strategic planning **(6mks)**

b) Describe **three** ways of achieving cost leadership strategy **(6mks)**

c) State **three** levels of strategy **(3mks)**

QUESTION SIX

a) Identify **four** stages in the product life cycle model **(4mks)**

b) i. Mention the stage in which "Coke" beverage is in the product life cycle **(2mks)**

ii. Explain **three** indicators of the above mentioned stage which may be helpful to analyze the market **(6mks)**

c) State **three** internal factors affecting strategic planning **(3mks)**