PAN AFRICA CHRISTIAN UNIVERSITY

SCHOOL OF LEADERSHIP, BUSINESS & TECHNOLOGY

END OF SEMESTER EXAMINATION FOR THE DEGREE OF BACHELOR OF COMMERCE

BACHELOR OF BUSINESS LEADERSHIP

JANUARY-APRIL 2019 SEMESTER

CAMPUS: ROYSAMBU

DEPARTMENT: BUSINESS STUDIES

COURSE CODE: BUS3133|BCM400

COURSE TITLE: STRATEGIC MANAGEMENT

EXAM DATE: TUESDAY 16th APRIL 2019

DURATION: 3 HOURS

TIME: 2:00PM-5:00PM

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 examination script consists of **Six (6)** questions.
- Answer Question **ONE** and any other **FOUR** questions
- *ALL PAC University's examination rules and regulations apply*

QUESTION ONE: COMPULSORY

- **a)** Highlight any four importance of strategic management **(4marks)**
- b) Organizational goals differ from organizational objectives. Explain **(4marks)**
- c) i)Identify four organizational stakeholders **(2marks)**

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

  iii) State how the management should treat each of them in order to achieve long term goals. **(4marks)**

- **d)** Explain any three economic factors that influence organizational activities.**(6marks)**
- e) Strategy formulation in an organization is done at three stages. Discuss **(6marks)**
- **f)** Describe the three Generic strategies as identified by Michael porter. **(6 marks)**
- **g)** Briefly explain the basic strategies adopted by not–for-profit organizations.**(6marks)**

QUESTION TWO

a) Explain the following terms

  i. Distinctive competencies **(2marks)**

  ii. Core competencies **(3marks)**

b) By use of TOWS matrix, identify a company of your choice and suggest any four strategies, one from each grid that it can adopt and become competitive in the business environment. (**10 marks)**

QUESTION THREE

a) Explain the concentration strategy as an organizational growth strategy. **(7 marks)**

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 FOUR

a) Using relevant examples explain the two major types of diversification strategies **(6 marks)**

b) Discuss any three retrenchment strategies applicable in a weak competitive position of a company. **(9marks**

QUESTION FIVE

With the help of a diagram identify and explain each of the **five major** steps in strategic choice. **(15 marks)**

QUESTION SIX

(a) Outline and briefly explain the major steps in the strategy control process. **(5marks)**

b) Describe the five-stage model of the strategy implementation process. **(10 marks)**