PAN AFRICA CHRISTIAN UNIVERSITY

SCHOOL OF LEADERSHIP, BUSINESS AND TECHNOLOGY

END OF SEMESTER EXAMINATION FOR THE DEGREE OF

BACHELOR OF BUSINESS LEADERSHIP

BACHELOR OF BUSINESS AND INFORMATION TECHNOLOGY

BACHELORS OF COMMERCE

MAY – AUGUST 2018

CAMPUS: ROYSAMBU

DEPARTMENT: BUSINESS

COURSE CODE: BUS3133|BCM401|BIT408

COURSE TITLE: STRATEGIC MANAGEMENT

EXAM DATE: TUESDAY 14TH AUGUST 2018

TIME: (6.00AM-Midnight)

INSTRUCTIONS

- Read all questions carefully before attempting.
- ***Answer any FOUR questions out of the SIX Provided***
- *Write clearly and legibly.*

- *ALL PAC University's examination rules and regulations apply*

QUESTION ONE

a. Describe any two emerging developments in the field of Strategic Management. **(2 marks)**
b. State the three key strategic questions that will help you decipher whether an organization has a strategy or not. **(3 marks)**
c. Explain the 5 Ps of strategy as introduced by Mintzberg **(5 marks)**

QUESTION TWO

a. A strategy should be participatory in the sense that all stakeholders are involved. Elaborate on how Kenya's Vision 2030 strategy formulation was collaborative. **(4 marks)**
b. Discuss any three factors that affect the use of Environmental Analysis in strategy formulation. **(6 marks)**

QUESTION THREE

The Chief Executive Officer of a new company has approached you, being a Strategic Management student. He requires your assistance in preparing the organization's strategic planning process. Explain how you would help him to create:

a. The vision of the company **(3 marks)**
b. The company's mission statement**(3 marks)**
c. The core values of the organization **(4 marks)**

QUESTION FOUR

a. When carrying out strategic evaluation and selection, the strategic options generated during strategic analysis must be evaluated in order to select the best options. Explain four main evaluation criteria. **(4 marks)**
b. Explain any two models of Portfolio analysis. **(6 marks)**

QUESTION FIVE

a. Expound on the four types of organizational sub culture. **(4 marks)**
b. Describe how the 6 inter-related elements of Johnson and Scholes' Cultural Web Model apply in today's organizations. **(6 marks)**

QUESTION SIX

Using the Comprehensive Strategic Management Model, discuss the Strategic Management Process that an organization needs to undertake in order to achieve its objectives. **(10 marks)**