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PAN AFRICA CHRISTIAN UNIVERSITY

BACHELORS OF BUSINESS LEADERSHIP

END TERM EXAMINATION-ONLINE

DEPARTMENT: BUSINESS

COURSE CODE: BCM401 STRATEGIC MANAGEMENT

ANSWER FOUR QUESTIONS ONLY {10 MARKS EACH}

SECTION A

QUESTION ONE { COMPULSORY} {10 MARKS}

1. Strategic management is the management of an organization's resources to achieve its _____

a) profit
b) goals and objectives.
c) market Share
d) competitive Advantage

2. One of the following terms define what business or businesses a firm is in or should be in. Which one?

a) Business strategy
b) Corporate strategy
c) Functional strategy
d) Global strategy

3. Strategic management does not involve

a) setting objectives
b) analyzing the competitive environment,
c) analyzing the internal organization
d) Analyzing the external organization

4. Which one of the following is at the core of strategic management?

a) Choosing which organizational objectives to focus on
b) Being alert for opportunities to change work responsibilities
c) Adapting the organization to a changing external environment
d) Choosing whether to make decisions autocratically or on the basis of participation

5. The corporate level is where top management directs;

a) all employees for orientation
b) its efforts to stabilize recruitment needs
c) overall strategy for the entire organization
d) overall sales projections

6. Which one of the following is NOT included in the Porter's Five Forces model:

a) Potential development of substitute products
b) Bargaining power of suppliers
c) Rivalry among stockholders
d) Rivalry among competing firms

7. Product differentiation refers to the

a) ability of the buyers of a product to negotiate a lower price.
b) response of incumbent firms to new entrants.
c) belief by customers that a product is unique.

d) fact that as more of a product is produced the cheaper it becomes per unit.

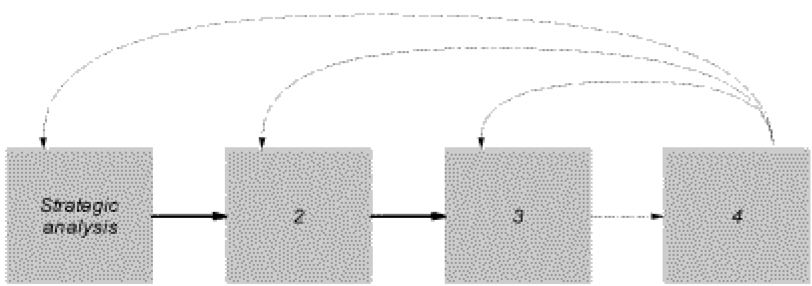
8. ____ is/are the source of a firm's _________ which is/are the source of the firm's ____.

a) Resources, capabilities, core competencies
b) Capabilities, resources, core competencies
c) Capabilities, resources, above average returns
d) Core competencies, resources, competitive advantage

9. Which group of individuals are most responsible for the success and failure of an organization?

a) Strategists
b) Financial planners
c) Personnel directors
d) Human resource managers

10. The stages 2, 3 and 4 of the outline strategic management model are



a) Generate options; select strategy; implement strategy
b) Appraisal of strengths and weaknesses; choice of strategic direction; strategy implementation
c) Strategy selection; strategy implementation; strategic control
d) Deliberate strategy; emergent strategy; realized strategy.

SECTION B: ANSWER THREE QUESTIONS ONLY {10 MARKS EACH}

QUESTION TWO 10 MARKS

a) Discuss **Four** functions of organizational culture **(4mks)**

e) Charles had some of his businesses in the category of the "Dogs" under the Growth-Share Matrix. He approached you as a business strategist for some advice on the strategies he would put in place to make the "Dogs" bounce back and become profitable. Explain the advice you would offer him **(6mks).**

QUESTION THREE 10 MARKS

a) i. State the stage in which "Coke brand" is, in the Product life cycle **(2mks)**

ii. Discuss **FOUR** characteristics of the Product life cycle stage mentioned above **(4mks).**

b) Explain **TWO** factors that prohibit effective resource allocation in organization **(4mks)**

QUESTION FOUR 10 MARKS

a) Name the process of strategic management depicted by the image below **(2mks)**

b) Explain **FOUR** reasons why the above process is becoming increasingly difficult to carry out in many organizations **(4mks)**

c)Discuss any **TWO** elements of strategic management process **(4mks)**

QUESTION FIVE 10 MARKS

a) Explain **TWO** reasons which would necessitate change in an organization **(4mks)**

b) Using the mission statement below, identify six components of a mission statement present **(6mks)**

"XY will provide branded products and services of superior quality and value that improve the lives of the world's consumers. As a result, consumers will reward us with industry leadership in sales, profit, and value creation, allowing our people, our shareholders, and the communities in which we live and work to prosper".

QUESTION SIX 10 MARKS

a) Discuss **FOUR** signs of a successful cost leadership strategy in a business organization **(4mks).**

b) Explain any **THREE** business growth strategies you would employ in your organization **(6mks)**