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: ROYSAMBU

DEPARTMENT: BUSINESS STUDIES

COURSE CODE: BUS3133|BCM401|BIT408

COURSE TITLE: STRATEGIC MANAGEMENT

EXAM DATE: FRIDAY 7TH DECEMBER 2018

DURATION: 3 HOURS

TIME: 9:00AM-12.00PM

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
- *Write clearly and legibly.*
- *ALL PAC University's examination rules and regulations apply*

QUESTION ONE; COMPULSORY

a) Discuss the importance of strategic management **(4marks)**

b) Differentiate between organizational goals and objectives? **(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 political-legal factors that influence organizational activities.**(6marks)**

e) Describe the three levels of strategy formulation in an organization. **(6marks)**

f) Describe the three Generic strategies as identified by Michael porter. **(6 marks)**

g) Briefly explain the popular strategies of not–for-profit organizations. **(6marks)**

QUESTION TWO

With the aid of a diagram, describe the **five** forces model by Michael porter as a tool to determine the intensity of competition and hence the profitability and attractiveness of an industry. **(15 marks)**

QUESTION THREE

a) Supporting you arguments with 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)**

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

QUESTION FOUR

a) A company may pursue retrenchment strategies when it has a weak competitive position in some or all of its product lines resulting in poor performance. **Discuss** some of the retrenchment strategies applicable in such situations? **(9marks)**

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

QUESTION FIVE

Choice of a strategy involves an understanding of choice mechanism and issues involved in it. With the help of a diagram identify and explain the **five major** steps in strategic choice. **(15 marks)**

QUESTION SIX

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

b) Strategic control systems provide managers with required information to find out whether strategy and structure move in the same direction. Evaluate the major steps in the strategy control process. **(5marks)**