PAN AFRICA CHRISTIAN UNIVERSITY

BACHELOR OF COMMERCE

BACHELOR OF BUSINESS LEADERSHIP

END OF TERM EXAMINATION (SEPTEMBER-DECEMBER 2016)

CAMPUS: ROYSAMBU

DEPARTMENT: BUSINESS

COURSE CODE: BUS3133

COURSE TITLE: Strategic Management

EXAM DATE: FRIDAY 2nd, DECEMBER 2016

TIME: 2.00PM-5.00PM

INSTRUCTIONS

- Read all questions carefully before attempting.
- Write your **student number** on the answer booklet provided.
- **Answer Question One And Any Other Four Questions**

QUESTION ONE

a) What is the difference between organizational goals and objectives? **(5marks)**
b) Stakeholders form the immediate environment of an organization. Identify four organizational stakeholders; explain their interest in the organization and how they should be treated by the management. **(12 marks)**
c) Identify and explain any three economic factors that influence organizational activities.

(6marks)
d) Describe the three Generic strategies as identified by Michael porter.
(6 marks)
e) Outline popular strategies of not–for-profit organizations. **(5marks)**
f) Discuss the importance of strategic management **(6marks)**

QUESTION TWO

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 a 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. What are some of the retrenchment strategies applicable in such situations? **(9marks)**
b) Using relevant examples explain the two major types of diversification. **(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 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)**