PAN AFRICA CHRISTIAN UNIVERSITY

SCHOOL OF LEADERSHIP, BUSINESS & TECHNOLOGY

END OF SEMESTER EXAMINATION FOR THE DEGREE OF

MASTERS IN BUSINESS ADMINISTRATION

MAY-AUGUST 2019 SEMESTER

CAMPUS: ROYSAMBU

DEPARTMENT: BUSINESS STUDIES

COURSE CODE: MBA509

COURSE TITLE: STRATEGIC MANAGEMENT

EXAM DATE:TUESDAY 6th AUGUST 2019

DURATION: 3 HOURS

TIME: 5:30PM-8:30PM

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 exam script consists of **Five (5)** questions.
- Answer **question ONE and any other THREE questions**
- *ALL PAC University's examination rules and regulations apply*

QUESTION ONE: (Compulsory)

For as long as business existed, people involved in it have been subjected to the whims of the economy. The only constant in business has been change and economic uncertainty has been just another day at office for all those who ever thought of financial success. Pervasive market fluctuations and economic volatility are here to stay. An interesting research in the recent past threw up mind boggling statistics. Of the total companies in the 1955, Fortune 500 list, 70% are now out of business and those listed in 1979, 40% no longer exist as corporate entities. This trend is widely seen across the world. Today, if corporations are being formed before one can blink one's eye, almost as many are being shut down daily. Big corporate names of yesterday are either shutting shop or are on the brink of closure and bankruptcies. If a third of the Fortune 500 companies of 1970 can disappear by 1983 and the average life span is decreasing by the day, there is little wonder that smaller companies are also feeling the pinch. At the core of the problem lies not just the lack of sustainable business plans. It is a larger issue. It is the result of the organizations' ability to change; to evolve, to accept challenges and to seek new avenues of growth. To be big and strong is one thing; to be evolving with the times is another matter. So it is the capability of the organization to reengineer, transform and adjust to the rapidly changing business environment that separates the boys from the men or the haves from the have not's. Building adaptive capabilities that will enable an organization to move with the market is the call of the day. Adaptive organizations revolve around dynamic real time processes; Performed anywhere and anytime using adaptive solutions. An organization's operating teams may be dynamic and effective but market conditions are beyond one's control and they do not look likely to rebound

a) Discuss:
   i) ways in which an organization can cope with the changing business environment **(10 marks)**

   ii) five environmental factors which affect the business and their relative importance. **(10 marks)**

b) "Adaptive organizations revolve around dynamic real time processes". Discuss this statement in reference to the above case study **(10 marks)**

c) Explain five corporate culture characteristics that will enable a successful organization to achieve its set goals

(10 marks)

QUESTION TWO

a) There are many distinct basic strategies that an organization can choose to follow. The most appropriate among the different strategies depends on several factors. Explain five of these factors **(5 marks)**

b) Discuss five components of the strategic management process

(10 marks)

QUESTION THREE

a) Explain the five strategy alternatives that an organization can use to achieve its goals

(5 marks)

b) Discuss the strategic management process

(10 marks)

QUESTION FOUR

a) Explain five impediments to successful strategy implementation for an organization

(5 marks)

b) Discuss five characteristics of an effective vision statement for an organization

(10 marks)

QUESTION FIVE

a) Discuss the importance of organizational mission statement.

(5 marks)

b) The balanced scorecard is widely used as a set of performance targets for controlling organizations' performance. Describe the contents of each of the perspectives of the balanced scorecard

(10 marks)