

91, Cadastral Zone, Nnamdi Azikiwe Express Way, Jabi-Abuja

**FACULTY OF MANAGEMENT SCIENCES**  
**JANUARY 2018 EXAMINATION QUESTIONS**

COURSE CODE: FMS427  
COURSE TITLE: Business Policy and Strategy I  
CREDIT UNIT: 3  
INSTRUCTION: 1. Indicate your Matriculation Number clearly  
2. Attempt question one (1) and any other three (3) questions; four questions in all  
3. Question one (1) is compulsory and carries 25marks, while the other questions carry 15marks each.  
4. Present all your points in a coherent and orderly manner  
TIME ALLOWED: 2<sup>1/2</sup>Hours

1.
  - a. Soft-Rock Café, owned by two siblings: Adam and Adelle, has just begun business; the cafe offers a place for students to meet in a comfortable, person-meeting environment and serves as a co-working space for budding entrepreneurs. Using the 5 C's of Marketing, perform a basic situation analysis for the business, identifying in clear terms what the business owners should concentrate on towards achieving its objectives: success, scalability and sustainability. *In your analysis, provide a simple definition of a situation analysis*
  - b. Explain briefly 5 basic steps involved in conducting a business case analysis
  - c. Mention two skill sets you have developed having been exposed to experiential learning approach through case studies. *Give a simple definition of a case study*

[25Marks]
2.
  - a. Using Steiner's pyramid of business policies, demonstrate the hierarchical relationship between various types of policies existing in most organizations
  - b. Differentiate between strategic alignment and strategic consistency

[15Marks]
3.
  - a. Using a hypothetical organizational chart, identify and briefly explain the three levels of strategy
  - b. Briefly describe these concepts: Critical Success Factors [CSFs] and Key Performance Indicators. *In your description highlight the relationship between CSFs and KPIs, what makes KPIs key and mention two ways in which KPIs are beneficial to organizations*

[15Marks]
4.
  - a. Use a diagram to show the working model of a strategic management process
  - b. Identify and explain four sources of policy in an organization

[15Marks]
5.
  - a. Briefly explain the concept of 'linearity trap' in strategic management and how organizations can avoid it
  - b. Differentiate strategy as stretch and strategy as leverage

[15Marks]
6.
  - a. The basis of what is considered the modern definition of CSR is rooted in Archie Carroll's "Pyramid of Corporate Social Responsibility." Demonstrate and briefly describe the types of responsibilities in this pyramid
  - b. Use a diagram to describe briefly Derek Abell's three-dimensional business definition model

[15Marks]