

FACULTY OF MANAGEMENT SCIENCES
2024 / 1 EXAMINATION

COURSE CODE: BUS 849

COURSE TITLE: STRATEGIC MANAGEMENT

CREDIT UNIT: 2

INSTRUCTION: 1. Indicate your Matriculation Number clearly
2. Attempt question number one (1) and any other two (2) questions
3. Question one (1) is compulsory and carries 30 marks, while the other questions carry 20 marks each.
4. Present all your points in a coherent and orderly Manner

TIME ALLOWED: 2Hours

QUESTION 1

- a. Strategic planning began to evolve after the end of World War II and more pronounced after the collapse of the cold war between the Capitalist West and Communist East - Do you agree? Explain. **[10 Marks]**
- b. The concepts of strategic management are applied in business as the pattern or plan that integrates an organization's goals, policies and actions together to attain the desire objectives. Discuss **[10 Marks]**
- c. What are fundamental ways to approach strategic management **[10 Marks]**

QUESTION 2

You are the MD/CEO of a minimum viable product (MVP), The product is a mobile application that can allow users to search and discover fashion boutiques around your location. You are required:

- (a) As an entrepreneur what are the Strategy formulation exercise that will be carried out. **[10 Marks]**
- (b) How will you determine
 - Success of your MVP **[5 Marks]**
 - Failure of your MVP **[5 Marks]**

QUESTION 3

Discuss any of the following techniques of strategy evaluation

- a. BCG **[5 Marks]**
- b. The Lifecycle Matrix **[5 Marks]**
- c. VUCA (volatility, uncertainty, ambiguity and complexity) **[5 Marks]**
- d. Porter's five (5) forces Models **[5 Marks]**

QUESTION 4

- a. Briefly explain what you understand by SWOT analysis. **[8 Marks]**
- b. Explain why changes in strategy require changes in the way an organisation is structured **[12 Marks]**