



SCHOOL OF PROFESSIONAL STUDIES

BACHELOR OF LEADERSHIP AND MANAGEMENT

UNIT CODE: MGT 411, UNIT NAME: STRATEGIC MANAGEMENT

September – December 2018/2019 End Semester Exam - Time: 2 Hours

Instructions: Answer Question ONE (Compulsory) and any other TWO questions.

QUESTION ONE

- (a) Define the term strategy using any 4Ps as proposed by Henry Mintzberg (4 marks)
- (b) Explain the value of strategic management to an organization (6 marks)
- (c) What is competitive advantage? Explain three types of strategies organizations can use to gain competitive advantage (10 marks)
- (d) Using examples, Differentiate between internal and external business environment (10 marks)

QUESTION TWO

- (a) Explain six factors that affect the business Macro-environment (9 marks)
- (b) Discuss the importance of environmental scanning to a business organization (6 marks)

QUESTION THREE

- a) Explain with examples the various international level strategies an organization can adopt for global success (10 marks)

- (b) Discuss the characteristics of a good organizational vision (5 marks)

QUESTION FOUR

- (a) Discuss the Porter's Five Forces model, that analyzes five competitive forces that shape every industry, and helps determine an industry's weaknesses and strengths.(10 marks)
- (b) Explain how managers can overcome resistance to change during strategy implementation (5 marks)

QUESTION FIVE

- (a) Highlight the characteristics of strategy evaluation and control (8 marks)
- (b) Describe the various steps in strategy implementation (7 marks)