



Scott Christian UNIVERSITY

SCHOOL OF PROFESSIONAL STUDIES

BACHELOR OF ARTS IN COMMUNITY DEVELOPMENT

UNIT CODE/NAME: BCD 314: STRATEGIC PLANNING AND MANAGEMENT

September- December 2019/2020 End Semester Exam

- Time: 2 Hours

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

QUESTION ONE

- a) Define the following terms (5 Marks)
- Strategic management
 - Competitive advantage
 - Business strategy
 - Public image
 - Strategy formulation
- b) 'Never use the word **strategy** unless you are ready for war'. Discuss how this military phrase is applicable in business operations (6 Marks)
- c) If a company's business philosophy is, '**Make the customer, money will come automatically**', what specific activities is the company likely to be seen prioritizing as it interacts with its customers? (6 Marks)
- d) Superior weapons in military operations are what strategic objectives are to a business. Explain how a company can compete successfully through achievement of its strategic objectives (6 Marks)
- e) Explain why a company's self-concept is crucial for its survival in a competitive and changing environment (7 Marks)

QUESTION TWO

Formulation of a company's mission is a key step in strategy formulation. List and discuss briefly six important actions in this step (15 Marks)

QUESTION THREE

Strategy formulation and implementation embodies a number of important steps. Discuss at least eight of these key steps (15 Marks)

QUESTION FOUR

- a) What is SWOT analysis? (5 Marks)
- b) Discuss the role of SWOT analysis in a company's preparedness to thrive in a dynamic and competitive environment (5 Marks)
- c) Discuss how organizational culture and internal environment can influence success or failure of strategy implementation (5 Marks)

QUESTION FIVE

- a) What does an implementation matrix entail? (5 Marks)
- b) What are the components of a strategy action plan? (5 Marks)
- c) Explain the role of monitoring and evaluation in the implementation of a strategic plan (5 Marks)