

CRAWFORD UNIVERSITY

COLLEGE OF BUSINESS AND SOCIAL SCIENCES DEPARTMENT OF ADMINISTRATION AND MANAGEMENT

Harmattan Semester Examinations: 2023/2024 Session
Course: BUS 421 – Strategic Management. Time: 3 Hours

Instruction: Attempt four questions in all. Question No. 1 is compulsory.

1(a) Distinguish between the following:

- i) Strategic Management and Strategic Management process
 - ii) Core Values and Core behaviour standards
 - iii) Vision and mission
- Total = 15 marks**

2 a) Explain the concept of strategy in your own words.

b) Briefly explain the five Ps of Strategy.

c) It is a truism the strategies exist at different levels of the organizational hierarchy. Against this background, identify and discuss the levels of strategy giving emphasis on the strategic perspective and the decision making responsibility at each strategy level. **Total = 15 marks**

3a) What is a grand strategy?.

b) Under what conditions would you adopt the following strategies?

i) Diversification ii) Product development. iii) Exit strategy iv) Market penetration v) Joint ventures

4.a) Why is macro-environment an important aspect of strategic analysis?

(b) You are familiar with Nestle Nigeria Plc and Cadbury Nigeria Plc: Choose one of them and using the STEEP factors of the macro-environment, explain how the factors create opportunities or threats to the company chosen

5 a) Identify 2 firms that fall under the building materials subsector of the Industrial goods and are listed on the Nigerian Stock Exchange

b) Choose one of the companies mentioned in No 4a above and write the following

- i) Mission Statement
- ii) Two strategic goals of the company
- iii) Two challenges facing the organization
- iv) Give suggestion on how to overcome the challenges

6a) Distinguish between Cognitive intelligence and emotional intelligence

b. Discuss 5 emotional intelligence skills and how managers can utilize them for effective strategic leadership.