

CRAWFORD UNIVERSITY

COLLEGE OF BUSINESS AND SOCIAL SCIENCES DEPARTMENT OF ADMINISTRATION AND MANAGEMENT

Harmattan Semester Examinations: 2018/2019

Course: BUS 421 – Strategic Management. Time: 3 Hours

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

- 1(a) Explain the concept of strategic management in your own words. 3 mks.
(b) Discuss the role of different management levels in strategic management. 12 mks.
(c) Distinguish between the following as used in strategic management:
(i) Core purpose and core strategy – 5mks.
(ii) Core values and core behaviour standards. – 5mks. **Total = 25mks.**
- 2 (a) Identify two manufacturing industrial firms within the food product (diversified) sector which are listed on the Nigerian Stock Exchange. – 3mks.
(b) Choose one of the firms and write the following:
i. Vision Statement
ii. Two strategic goals of the firm
iii. Two challenges facing the organization
iv. Give suggestion on how to overcome the challenges. - 12mks. **Total = 15mks.**
3. Identify and discuss the following:
(a) A recent technological trend that significantly affects banking services in Nigeria. – 6mks.
(b) The threats and opportunities a young entrepreneur would face in the process of engaging in small and medium scale agro-based manufacturing enterprises in Nigeria. – 9mks. **Total = 15mks.**
- 4(a) Discuss any five barriers to entry into an industry. – 10mks.
(b) Discuss the criticisms leveled against the *five forces model of industry analysis*. – 5mks. **Total = 15mks.**
- 5(a) Distinguish between horizontal integration and joint ventures. – 5mks.
(b) Under what condition should an organization undertake the following corporate strategies? Justify your answer citing examples from Nigeria.
i. Concentric diversification
ii. Backward integration.
iii. Turnaround
iv. Liquidation. – 10mks. **Total = 15mks.**
- 6(a) What is strategic leadership? – 2½ mks.
(b) Using practical examples, discuss five competencies which an effective strategic leader armed with emotional intelligence can apply in managing people in his organization. 12½ mks. **Total = 15 mks.**