

CRAWFORD UNIVERSITY

COLLEGE OF BUSINESS AND SOCIAL SCIENCES
DEPARTMENT OF ADMINISTRATION AND MANAGEMENT

HARMATTAN SEMESTER EXAMINATIONS: 2017/2018

COURSE: BUS 421- Strategic Management. Time: 3 Hours

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

1. (a) You are familiar with business firms which operate in the food products industry subsector of the Nigerian economy
- Identify any three of the companies from the above stated subsector which are currently listed on the Nigeria stock exchange.- 3mks
- (b) Choose any one of the companies mentioned in question (1a) and write the following:
- The vision statement.- 2mks
 - The mission statement.- 2mks
 - The core strategy of the company.- 2mks
 - Two strategic challenges facing the company.- 3mks
 - Suggest ways to overcome the strategic challenges.- 3mks

Total =15mks

- 2 (a) Distinguish between the outside-in prospective and the inside-out prospective of analyzing strategic management.- 6mks

(b) Using a bold diagram, describe the inside-out prospective of superior return.- 9mks

Total =15mks

3. The socio-cultural, technological, economic, ecological and political (STEEP) factors of the macro- environment of business firms create opportunities and threats, which the organisation can take advantage of or minimize depending on the strategies they implement (Jeeselyn, 2014). Against the background of the above statement, choose a business organization located in Nigeria and explain how the STEEP factors of the macro- environment create opportunities and threats.

Total =15mks

4. (a) Explain the dimensions of scope that are often used when considering the boundaries of an industry.- 6mks

(b) Discuss any six factors that influence the level of competitive rivalry among business firms.- 9mks

Total =15mks

5. (a) With practical illustration from Africa region, distinguish between the following corporate strategies:

- Market development and Product development.- 5mks
- Horizontal integration and Joint ventures.- 5mks

(b) What do you consider as the disadvantages of strategic alliances.- 5mks

Total =15mks

6. Discuss how an affective strategic leader can perform the following roles in the course of implementing strategy.

- Set organizational direction.
- Drive the organizational strategy.
- Staff the organization and manage social capital.
- Build and utilize core competencies.
- Lead and manage change.

Total =15mks