



# CRAWFORD UNIVERSITY

FAITH CITY, IGBESA, OGUN STATE

**HARMATTAN SEMESTER EXAMINATION, 2024/2025 SESSION**

**BUS 421: STRATEGIC MANAGEMENT 3 UNITS      TIME: 2.5 HOURS**

**INSTRUCTION: Answer FOUR questions in all. Question I is compulsory**

1. A company has four products lines. Product A has a highest market growth rate and a dominant market share. The product B has a low market growth rate and a relatively weak market share. The product line X has a high market growth rate but a relatively small market share. Product D has a low market growth and moderate market share. Using the BCG matrix, analyse the company portfolio and recommend strategic action for each product. **15 marks.**
  
- 2a. Explain the term committee decision in strategic decision making. **5 marks**
- b. Identify and discuss steps in creative thinking in committee decision. **10 marks.**
  
3. Explain the following terms in strategic management context.  
  
i. Strategic planning    ii. Strategic formulation    iii. Strategic implementation  
  
iv, strategic evaluation **15 marks.**
  
4. A company is considering launching a new products line in a highly competitive market. Using SWOT analysis, analyse the internal and external environment of the company to formulate strategic decision for this objective. **15 marks.**

- 5a. What do you understand by term strategic management? **5 marks.**
- b. Identify and discuss five major dimensions of strategic management. **10 marks.**
- 6a. Strategic management has been claimed as an effective management tool to drive business for growth and sustainability and hence, a lot of resources are committed to it by business executives. However, many of these businesses failed. In your own opinions, examine five major reasons that may cause failure to these strategic efforts of an organization. **10 marks.**
- b. Almost all formal organisations have committees because it has been very useful as one of the basic democratic ways of operation and the realisation that the concentration of tasks in one individual does not make for efficient and effective control. With valid examples, examine five benefits of group decision making. **5 marks.**