

CRAWFORD UNIVERSITY

COLLEGE OF BUSINESS AND SOCIAL SCIENCES
DEPARTMENT OF ADMINISTRATION AND MANAGEMENT

Harmattan Semester Examinations: 2019/2020

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

struction: Attempt *Four* questions in all. Question No. 1 is compulsory.

Discuss briefly the strategic management process. – 6mks.

Distinguish between the following pairs of concepts.

(i) Strategy and strategic management – 3mks.

(ii) Vision and goal. – 3mks.

(iii) Core values and core behaviour standards. – 3mks.

Total = 15mks.

1 Why is macro-environment important? – 2½ mks.

Make a STEEP analysis of one of these companies.

(i) Cadbury Nigeria Plc.

(ii) Nestle Nigeria Plc. – 12½ mks.

Total = 15mks.

a) Mention any 5 business firms that are listed on the Nigerian stock exchange and write the mission statement of any **Two** of them. – 9mks.

(b) Discuss the challenges facing one of the companies mentioned in 3a and suggest strategies to overcome the challenges. – 6mks. Total = 15mks.

4(a) With practical examples, explain outside-in perspective of strategic management.

– 2mks.

(b) Explain the dimensions of industry boundaries. – 3mks.

(c) Whenever an industry becomes profitable, there is the tendency for other competitors to want to enter into the industry. However, the success of such entry is dependent on the existing barriers to entry. Briefly discuss any **Five** barriers to entry into an industry. – 10mks. Total = 15mks.

5(a) Explain corporate strategy. – 2mks.

(b) Discuss two internal growth strategies with which you are familiar. – 5mks.

(c) What do you consider as the benefits of horizontal integration strategy? – 8mks.

Total = 15mks.

6 The task of leadership in the implementation of strategy cannot be overemphasized. In your own words, explain how an effective strategic leader can implement the following three tasks of leadership

(a) Set the organizational direction

(b) Build and utilize core competences

(c) Create organizational alignment. = 15mks.