

CRAWFORD UNIVERSITY

COLLEGE OF BUSINESS AND SOCIAL SCIENCES DEPARTMENT OF ADMINISTRATION AND MANAGEMENT

Harmattan Semester Examinations: 2021/2022 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 4 marks
- ii) Micro-environment and Internal Environment 3 marks

(b) Strategic leaders who adopt inside-out perspective of strategic management believe that strategies should be designed around the organizations resources and dynamic capabilities (Thomson and Martin 2005). Assume that you are the Chief Executive Officer of an agro-based company in Ogun State. State the name of the company and explain how you would apply the inside-out perspective of strategic management in the day-to-day management of your company. 8marks

Total = 15 marks

2 (a) Explain the term *vision statement* – 2mks.

(b) Briefly discuss the features of a well-structured vision statement 4marks

(c) In order to operationalize *strategy as a stretch* philosophy, Hamel and Prahalad (1993) suggest a number of guidelines for leveraging existing resources as the first step en-route to the visionary stretch goals. Describe any three of the guidelines

9 marks **Total = 15mks.**

3 (a) Identify 2 firms that fall under the building materials subsector of the Industrial goods sector and are listed on the Nigerian Stock Exchange – 3mks.

(b) Choose one of the companies mentioned in No 3a above and write the following

(i) Mission Statement

(ii) Two strategic goals of the bank

(iii) Two challenges facing the organization

(iv) Give suggestion on how to overcome the challenges - 12 marks. **Total = 15 marks**

4 (a) Why is macro-environment an important aspect of strategic analysis? 3marks

(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 12marks

Total = 15marks

5 Discuss Five factors which influence the level of competitive rivalry in an industry

15 marks

6 (a) What do you consider as the benefits of vertical integration strategy - 6marks

(b) Discuss the tasks of effective strategic leadership in implementing strategy-9marks

Total =15marks