



“Investing in Africa’s future”

**COLLEGE OF BUSINESS, PEACE, LEADERSHIP AND
GOVERNANCE (CBPLG)**

MMS511: STRATEGIC MANAGEMENT

END OF SEMESTER FINAL EXAMINATIONS

APRIL/MAY 2019

LECTURER: MR A.M. GUMBO

DURATION: 3 HRS

INSTRUCTIONS

Answer **ALL QUESTIONS** IN Section A (**COMPULSORY**)

Answer any **TWO** questions from **Section B**

DO NOT repeat material.

Section A: Answer all questions in this section. Mark indications are for your guidance on length of answer.

1. Define Strategic management to show its content and aim .[2]
2. Explore the difference between Vision and Mission, giving examples of each. [2]
3. What is the basic difference between an objective and a goal? [2]
4. Strategy comes from an ancient Greek word "STRATEGOS". What did this expression mean or refer to? [1]
5. According to Henry Mintzberg, strategy can be operationalized through 3 modes. Name these modes. [3]
6. The external environment brings about environmental uncertainty in the fulfilment of business objectives. Name any 2 internal and 2 external strategies for minimizing this uncertainty. [4]
7. Strategic management is usually distinguished from operational management by two characteristics. Which two are these? [2]
8. Name any 4 groups of people or publics that qualify to be called Business Organisation "stakeholders"[2]
9. What do these ACRONYMS in strategic analysis of the environment stand for: STEP and SWOT? [1]
10. Amongst the sources of strength in a business organisation might be ASSET resources. What is an ASSET in strategic management language? [2]
11. The B.C.G model compares strategic business units based on two factors. Name as precisely as possible these two factors. [2]
13. Name any two financial and two non-financial tools that may be used to evaluate a corporation's strategy effectiveness. [4]
14. Name Michael Porter's five forces driving industry competition. [2]
15. If and when planning for a participatory Strategic Planning Workshop name any six issues that must be decided upon and planned. [3]
16. Name 4 bases for creating Accounting Responsibility Centres. [4]
17. What is Corporate Governance all about? [1]

18. What are independent directors on a Company's board of directors? Why are they important? [3]

Sub-total=40marks

Section B: Choose and answer only **TWO essay** questions from below. **Each full question carries 25 marks.**

1. With the aid of a suitable model/diagram, show the process that Strategic Management follows and what issues/decisions are tackled at each.
2. How does environmental uncertainty arise in a business environment? Discuss a few internal and external strategies available to a firm for minimising the negative impact of such uncertainty.
3. What is the purpose of carrying out a Stakeholder analysis and Mapping before crafting strategies in an organisation? How is this done?
4. Discuss the Archie Carroll and Milton Friedman contrasting views on Corporate social responsibility. Which of these views would you support and Why?

GRAND TOTAL=100marks.

END OF PAPER