



"Investing in Africa's Future"

COLLEGE OF BUSINESS, PEACE, LEADERSHIP AND GOVERNANCE

NMMS 411: STRATEGIC MANAGEMENT

END OF SECOND SEMESTER EXAMINATION

APRIL 2022

LECTURER: DR STANISLAS BIGIRIMANA

DURATION: 3 HOURS

INSTRUCTIONS

ANSWER ANY FOUR QUESTIONS OF YOUR CHOICE

SOUND ARGUMENT AND ILLUSTRATIONS WILL EARN YOU MARKS

QUESTION 1 (25 marks)

Compare and contrast Michael Porter and Henry Mintzberg's approaches to strategy.

QUESTION 2 (25 marks)

Choose an organization and based on Michael Porter's theory of competitive forces, assess its competitive position and suggest a generic strategy for competitive advantage.

QUESTION 3 (25 marks)

Make a SWOT analysis of an organization that you know.

QUESTION 4 (25 marks)

Using a diagram, explain Mintzberg's six parts of an organization and subsequent coordination mechanisms.

QUESTION 5 (25 marks)

Using the 2 S Cube theory, evaluate the role of culture in strategy-making.

QUESTION 6

Describe the strategy process as explained in ONE of the following cases:

1.	Phil Knight: CEO at Nike
2.	Komatsu Limited
3	Apple Computer 1992
4.	Bill Gates and the Management of Microsoft
5.	The Body Shop International
6.	Adam Opel AG
7.	Intel Corporation
8.	The Harvard Business School
9.	Colgate Palmolive
10.	Jack Welch
11	Uber
12	Jack Ma, Alibaba
13	E-bay
14	Amazon

End of Examination