



**COLLEGE OF BUSINESS, PEACE, LEADERSHIP AND
GOVERNANCE**

COURSE CODE AND TITLE: MMS 411 STRATEGIC MANAGEMENT II

END OF SECOND SEMESTER EXAMINATIONS

NOVEMBER/DECEMBER 2019

LECTURER: DR STANISLAS BIGIRIMANA

DURATION: 3 HOURS

INSTRUCTIONS

**ANSWER THE FIRST QUESTION AND ONE QUESTION FROM
EACH SECTION**

EACH QUESTION CARRIES 20 MARKS

**SOUND ARGUMENT AND ILLUSTRATIONS WILL EARN YOU
MARKS**

QUESTION 1

Explain and illustrate Porter’s generic strategies and suggest which strategy would be suitable for the organisation you work for.

SECTION B

QUESTION 2

What are the main components of a good strategic plan?

QUESTION 3

Identify weaknesses of bureaucracy and suggest alternative organisational structures

SECTION C

QUESTION 4

Basing yourself on the presentation you made in class, explain in detail the strategy process in one organisation that you know.

QUESTION 5

Explain the strategy suggested in ONE of the following texts:

No	Title	Author
1	The Blue Ocean Strategy	Renée Mauborgne and W. Chan Kim
2	Who Moved my Cheese	Dr. Spencer Johnson
3	Losing my Virginity	Richard Bransons
4	The Fourth Industrial Revolution	Klaus Schwab
5	<i>My Vision: Challenges in the Race for Excellence</i> (2017)	Mohammed bin Rashid Al Maktoum
6	The Seven Habits of Habits of Highly Effective People	Stephen Covey
7	A Search for Excellence	Tom Peeters
8	The Power of Positive Thinking	Vincent Peale
9	It’s Not How Good You. Its how Good You want to be	Paul Arden
10	A Passion for Excellence	Tom Peters
11	Thou Shall Prosper: Ten Commandments for Making Money	Rabbi Daniel Lapin

SECTION D

QUESTION 6

Using the 2 S cube model assess the corporate culture of an organisation that you know

QUESTION 7

Using Hofstede's model assess the corporate culture of an organisation that you know.

SECTION E

QUESTION 8

Linking Mintzberg's six components of an organisation to his suggested six coordination mechanisms.

QUESTION 9

Explain in detail the 7 S Model of Strategy.

END OF PAPER