

SECTION A: Answer all Questions in this section. Mark allocations given are for your guidance, quality and length.

1. Define strategic management as precisely as possible. (2 marks)
2. According to Henry Mintzberg, strategy can be operationalized through 3 modes. Name these modes (3 marks)
3. Define a "mission" and "vision" so as to show the major differences when used in strategic management (2 marks)
4. What do these acronyms in strategic analysis of the environment stand for PESTEL, SWOT (2 marks)
5. Name any 4 groups of people or publics that qualify to be called Business organisation "stakeholders" (2 marks)
6. List Michael Porter's 5 forces driving industry competition (4 marks)
7. Name the 5 strategic directions that a business can choose from at any time. (4 marks)
8. What is an "asset" in strategic management language? (1 mark)
9. Name any 4 elements of the Mc Kinsey 7S model in the internal environment (3 marks)
10. List 4 sources of competitive advantage according to M. Porter's Theory of Generic strategies. (2 marks)
11. Identify the 3 types of stabilization strategies. (3 marks)
12. Give 2 types of franchising arrangements. (2 marks)
13. What is the difference between "conglomerate" and "concentric" diversification (2 marks)
14. Outline 2 "push and pull factors" for internationalisation. (2 marks)
15. Name any 4 bases for creating Accounting Responsibility Centres. [4]
16. What is Corporate Governance all about? [2]
17. What are independent directors on a Company's board of directors? Why are they important? [4]
18. What is a captive company? (1 mark)
19. List 2 components to consider when planning a strategic workshop (2 marks)
20. What is corporate governance all about? (3 marks)

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

1. What is the purpose of undertaking a strengths and weaknesses analysis before crafting /choosing a business strategy? How is this analysis typically conducted?
2. In the "Growth by external means " direction we look at both "integration" and " diversification" alternatives. Discuss both options and their varieties before recommending which one(s) you would adopt and why.
3. Discuss the roles and functions of the Board of Directors and the Chief Executive Officer in Strategic Management.
4. Discuss the reasons why a business organisation may find it worthwhile to expand into foreign markets. What alternative strategies are there(very briefly) for entering such markets? (25 marks)