



*"Investing in Africa's Future"*

COLLEGE OF BUSINESS LEADERSHIP AND GOVERNANCE

PSM 521 STRATEGIC MANAGEMENT  
END OF FIRST SEMESTER EXAMINATIONS

April 2017

LECTURER: K C MAREGERE

DURATION: 3 HRS

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## INSTRUCTIONS

Answer any four questions

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The marks allocated to each question or part of the question are shown at the end of each question.

Credit will be awarded for logical, systematic and neat presentations.

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Question 1

Describe the concepts of organizational culture and strategic management. Explain how organizational culture can influence its strategic management. Give example to support your argument. (25)

Question 2

Stakeholder mapping is a useful technique for stakeholder management. Describe the process of stakeholder mapping and explain how its outcomes can help in understanding the political priorities in managing its relationships with stakeholders. (25)

Question 3

Describe the concept of strategic group. What are the advantages of undertaking a strategic group analysis? What criteria can be used for grouping firms within an industry? Give example to support this. (25)

Question 4

Describe and compare the characteristics of two major approaches of strategy development: intended strategy and emergent strategy. Discuss the challenges that managers may face in managing strategy development processes? Given examples to support your argument. (25)

Question 5

Define the term 'strategy' what is its significance for any Business Organization? (25)

Question 6

Explain the process of Strategic Management in any organization of your choice. What are the various steps of Strategic Management process? Describe the significance of each step