The Management University of Africa

MUA

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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP / BACHELOR OF COMMERCE

BML 209/ BML 312 / BCM 422: STRATEGIC MANAGEMENT

DATE: 9TH AUGUST 2023

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

STRATEGY IMPLEMENTAION

Business Strategy can be described as the plan which guides organizations in the selection and application of resources that will help them obtain a competitive advantage. It is more concerned with how a business competes in a particular market.

Implementation is the process that turns strategies and plans into actions in order to accomplish strategic objectives and goals. Implementing your strategic plan is as important, or even more important, than your strategy.

Understanding the value of and need for a strategic plan is a great place to start, but just wanting something, isn't enough. If it were, we'd all be famous organization in the world. Developing a strategic plan takes discipline, foresight, and a lot of honesty. Regardless how well you prepare, you're bound to encounter challenges along the way, or those businesses that have a plan in place, wasting time and energy on the planning process and then not implementing the plan is very discouraging.

The strategic plan addresses the what and why of activities, but implementation addresses the who, where, when, and how. The fact is that both pieces are critical to success. In fact, companies can gain competitive advantage through implementation if done effectively. Effective strategy implementation allows the company to be more successful in pursuing a cost leader or differentiation strategy.

Execution is not only the biggest issue facing business today; it is something nobody has explained satisfactorily. An organization can execute only if the leader's heart and soul are immersed in the company. The leader is the only person in a position to

achieve that understanding. And he only makes execution happen, through his or her deep personal involvement in the substance and even the details of execution. Critical actions move a strategic plan from a document that sits on the shelf to actions that drive business growth. Sadly, the majority of companies who have strategic plans fail to implement them.

REQUIRED

a. Explain five reasons why strategy implementation fails **(10 Marks)**

b. Describe how an organization can achieve Competitive Advantage by implementation strategic plans. **(10 Marks)**

c. Illustrate the dangers posed by bad strategy to an organization **(5 Marks)**

QUESTION TWO

a) Discuss the difference between strategy and tactics **(6 Marks)**

b) Explain in brief the concept of strategic thinking. **(9Marks)**

QUESTION THREE

a) Identify and illustrate four Strategies of going abroad **(9 Marks)**

b) Joint venture an agreement where two or more often competing firms join forces for manufacturing financial and marketing purposes. Discuss the advantage and disadvantage of joint venture **(6Marks)**

QUESTION FOUR

a) Explain the concept of competitive advantage and give three sources of competitive advantage. **(12Marks)**

b) Describe three internal analysis tools that a firm can use **(3Marks)**

QUESTION FIVE

Discuss the contribution of Porter's Five Forces model in assessing the attractiveness of the industry in which Carrefour currently operates **(15 Marks)**

QUESTION SIX

Using a well-illustrated diagram demonstrate the value chain analysis in organization of your choice **(15Marks)**