



**FACULTY OF SCIENCE AND TECHNOLOGY**  
**END OF SEMESTER EXAMINATIONS - APRIL 2025**

**PROGRAMME: BIT**

**YEAR/SEM: YEAR 3/SEMESTER 2**

**COURSE CODE: BIT3201**

**NAME: STRATEGIC IT & MANAGEMENT**

**DATE: 2025-04-15**

**TIME: 2:00-5:00PM**

**INSTRUCTIONS TO CANDIDATES:**

1. Read the instructions very carefully
2. The time allowed for this examination is STRICTLY three hours
3. Read each question carefully before you attempt and allocate your time equally between all the Sections
4. Write clearly and legibly. Illegible handwriting cannot be marked
5. Number the questions you have attempted
6. Use of appropriate workplace examples to illustrate your answers will earn you bonus marks
7. Any examination malpractice detected will lead to automatic disqualification.

**DO NOT WRITE ANYTHING ON THE QUESTION PAPER**

## Section A Attempt all questions

### Question 1:

- a. Define the term strategy (2 marks)
- b. How does a strategy contribute to a firm's success? (4 marks)
- c. What is strategic management, and why is it important for organizations? (4 marks)
- d. What is an IS/IT strategy (2 marks)
- e. What are the key components of a successful IS/IT strategy? (4 marks)
- f. What are the potential consequences of a poorly designed IT/IS strategy? (6 marks)
- g. How can IS/IT support innovation in the development of wildcat products? (4 marks)
- h. Why is IT a Strategic Resource (4 marks)
- i. How can a company gain competitive advantage with the use of IT? (6 marks)
- j. What are the two basic activities of the strategic planning process? (4 marks)

## Section B Attempt any 3 questions

### Question 1:

- a. What is a strategic planning model, and why is it important for organizations? (4 marks)
- b. Explain the key parts of a good strategic planning model (6 marks)
- c. Describe any 5 Alternative Approaches to Planning (10 marks)

### Question 2:

- a. Explain how a cost leadership strategy can help a company gain a competitive advantage. (4 marks)
- b. Explain how a company can achieve Low-Cost Leadership (4 marks)
- c. Explain how a differentiation strategy can help a company gain a competitive advantage. (4 marks)
- d. List any drivers of differentiation (4 marks)
- e. Explain any 2 ways How an organisation can create Competitive advantage (4 marks)

### Question 3:

- a. A car manufacturer wants to predict how its main competitor might respond to a new electric vehicle launch. Use Four Corner Analysis to evaluate the competitor's motivations, capabilities, assumptions, and likely actions. (8 marks)
- b. Based on your analysis, what strategy should the car manufacturer adopt to counter the competitor's response? (4 marks)
- c. Explain the following three stage framework in regards to The Strategy Evaluation Process (6 marks)
  - i. Reviewing Bases of Strategy
  - ii. Measuring Organizational Performance

- iii. Taking Corrective Actions  
Point out any 2 Challenges in Strategy Evaluation and Control (2 marks)

**Question 4:**

- a. List any 5 factors that Strategic implementation relies on (5 marks)  
b. Describe the 5 Strategic implementation steps (5 marks)  
c. Explain Implementing Strategies in Marketing, Finance/Accounting and R&D (6 marks)  
Point out any 2 Challenges in Strategy Implementation and suggest solutions for them (4 marks)

**Question 5:**

- a. How can/could IS/IT affect the demand for products and services, segment markets and provide new distribution channels to reach the market? (6 marks)  
b. Explain the following approaches to IT strategic planning (2 marks@)  
i. Top-Down Approach:  
ii. Bottom-Up Approach:  
iii. Team Approach:  
iv. Reactive  
v. Inactive  
vi. Preactive  
Proactive

**Question 6:**

- a. Define the terms Risk management and risk assessment (4 marks)  
b. Explain any 3 Risk mitigation options (6 marks)  
c. Point out any 2 techniques to identify risks (2 marks)  
d. Explain any 4 risk Preventive technical controls (8 marks)