



**FACULTY OF BUSINESS MANAGEMENT  
END OF SEMESTER EXAMINATIONS - APRIL 2025**

**PROGRAMME: BBA, BHRM**

**YEAR/SEM: YEAR 3/SEMESTER 1**

**COURSE CODE: GMT 3101**

**NAME: STRATEGIC MANAGEMENT**

**DATE: 2025-04-14**

**TIME: 9:00AM-12:00PM**

**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 CASE STUDY IS COMPULSORY (40 MARKS)**

### **Question 1:**

#### **CASE-STUDY LAKESIDE BUSINESS SCHOOL**

The senior management team at Lakeside Business School is facing a new challenge. As one of the major faculties in Lakeside University, it has a wide undergraduate and postgraduate portfolio and as one of the new universities it is anxious to improve its position in the national higher education league tables. The problem concerns electronic learning and the challenge it presents to both staff and students. Electronic or e-learning is being encouraged by a number of factors affecting the education environment. The Business School is tasked with increasing its student numbers while, at the same time, facing reduced funding from central government to support such expansion. E-learning, which reduces face-to-face contact with lecturers, offers a means of using staff more effectively. As a result, it increases the independent learning time available to students and provides much more flexibility to the students as to when they choose to learn. There are a number of disadvantages however. The design and maintenance of e-learning provision requires considerable investment in electronic hardware and software, technician support and academic staff time in converting their material into electronically accessible modules. Commitment to, and conviction about the benefits of e-learning is far from total for both staff and students. The university has committed significant funds to staff development for e-learning, but only the more computer literate members of staff have taken advantage of the courses available. As a consequence, the impact of e-learning is very varied – some modules are at the cutting edge, while others remain largely taught by traditional methods. Student representatives at course committee meetings have already commented critically on this variation. Students themselves vary considerably in their familiarity with and use of electronic learning. Attendance at traditional lectures has dropped significantly as a result of the lecture material being easily accessible on the relevant module's website.

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The Business School's senior management team is being pressed by the university authorities to commit to the university's e-learning system. However, they are very wary of imposing e-learning on their staff in the face of known resistance. The impression given to current and prospective students, in an increasingly competitive and international marketplace, is far from impressive. The current partial and unsystematic use of e-learning is becoming a significant competitive disadvantage.

**Required:**

- (a) Explain the approaches that the senior management team could use to reconcile the different stakeholders and their views of e-learning. **(20 marks)**
- (b) Discuss the advantages and disadvantages that the balanced scorecard could bring to resolving the problem. **(20 marks)**

## **Section B ATTEMPT 3 QUESTIONS ONLY (60 MARKS)**

**Question 1:**

- (a) There are important concepts that gives better insights in understanding what a strategy is in strategic management. With relevant examples, describe different concepts that gives more meanings and understanding of a strategy in the strategic-management process. **(10 Marks )**
- (b) With relevant examples of each, discuss 10 external forces that must be examined in formulating strategies in any organization of your choice. **(10 Marks )**

**Question 2:**

(a) Suggest any five strategic alternatives to a newly appointed strategic manager of any organization. **(10 Marks)**

(b) With an illustration, Briefly explain five phases in a strategic management process **(10 Marks)**

**Question 3:**

You have recently bought a small and dynamic company which specializes in developing organic cosmetic products and fake tan products. For success in this industry, strategic formulation and implementation are important factors, together with providing vision and Mission statements and superior resources. The company realizes that building a capable organization with highly qualified staff is also a key success factor. One of the key challenges for management is to ensure that all staff is highly motivated. You and the top management team have to devise a good implementation strategy for the firm's future. Basing on this statement, Explain the barriers that might impede successful implementation of your strategy formulation. **(20 marks)**

**Question 4:**

MTN Company wants to invest its resources in foreign country starting January 2024, but before it invests its resources, it needs someone with the knowledge of Swot analysis to help them and scan the business environment. If you have been given that opportunity to do the job for them. Explain how you can use Swot Matrix to guide them in the investment process **(20 Marks)**

**Question 5:**

All firms have a strategy, even if it is informal, unstructured, and sporadic. All organizations are heading somewhere, but unfortunately some organizations do not know where they are going. The old saying "If you do not know where you are going, then any road will lead you there!" Basing on both Michael Porter's generic strategy model and Treacy's business strategy model, explain how strategic managers will use these two models to position their firms and gain and sustain a firm's competitive advantages. **(20 Marks)**

**Question 6:**

Strategic planning involves choosing directions and areas of concentration for an organization and the strategic planning process is affected by the nature of the environment. Required:

(a) Identify five competitive forces in the environment of a firm and discuss the threat posed to the firm by each of these forces. **(10 marks)**

(b) Discuss the nature and effect of significant entry barriers on the formulation of a strategic plan for a business which is already established in the industry. **(10 marks)**