INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

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:
TIME:

INSTRUCTIONS TO CANDIDATES:

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)**

Question 2:

a. What is strategic management **(2 marks)**

b. How does strategic management help a firm achieve its long-term goals? **(4 marks)**

c. How does strategic management differ from operational management? **(4 marks)**

d. How does an IS/IT strategy align with a firm's overall business strategy? **(4 marks)**

e. How can an IS/IT strategy help a firm achieve a competitive advantage? **(4 marks)**

f. How can a misaligned IT/IS strategy affect a firm's ability to achieve its business objectives?

(6 marks)

g. What are star products/businesses, and why are they important in a high-growth market?

(4 marks)

h. How can a company gain competitive advantage with the use of IT?

(6 marks)

i. Explain any Levels of Strategy

(6 marks)

SECTION B

Attempt any 3 questions

Question 1:

a. As technology continuously becomes accessible it loses its competitiveness. What strategies would you put in place to ensure that technology contributes to the competitiveness of your organization? **(10 marks)**

b. Discuss six attributes that make some company websites more successful than others from a strategic perspective. **(6 marks)**

c. How can IS/IT affect the nature and value of the product or service and its life cycle? **(4 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) What is strategy formulation?

(1 marks)

b) What are the key steps involved in the strategy formulation process? **(10 marks)**

c) Explain these three levels of strategy formulation, and how do they differ? **(9 marks)**

i. Corporate level strategy

ii. Business level strategy

iii. Functional level strategy

Question 4:

a. What is the purpose of conducting an internal assessment in strategic management? **(4 marks)**

b. What is the Resource-Based View (RBV) of the firm? **(2 marks)**

c. Why is financial analysis an important part of internal assessment? **(2 marks)**

d. Explain the following terms in relation to strategies in action **(6 marks)**

a. Long-term objectives

b. Grand strategies

c. Tactical planning and implementation

e. Describe any 3 types of grand strategies that an organisation can use **(6 marks)**

Question 5:

Explain the following strategic analysis tools in the context of strategic IT management. Discuss how each tool can be applied to analyze and improve IT strategies within an organization

(4 marks@)

i. SWOT Analysis
ii. PEST Analysis
iii. Porter's Five Forces Analysis
iv. Four Corner Analysis
v. Early Warning Scans

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)

Question 7:

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 8:

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 9:

a. GreenBrew Co., a coffee company known for its organic coffee products, is launching a new line of cold brew coffee in response to growing consumer demand for ready-to-drink, refreshing beverages. Using this scenario, explain product life cycle stages (introduction, Growth, Maturity, Decline) **(12 marks)**

b. Explain any reasons for the decline of a product
(4 marks)

c. Explain any goals of product life cycle
(4 marks)

Question 10:

a. What is the difference between a vision statement and a mission statement? **(4 marks)**

b. Why are vision and mission statements important in strategic management? **(4 marks)**

c. Characteristics of Effective Vision and Mission Statements **(4 marks)**

d. Why do we need to Evaluate the Vision and Mission? **(4 marks)**

e. List any 4 Components of a Mission Statement **(4 marks)**

Question 11:

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 12:

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)**