



FINAL EXAMINATION
MARCH 2024

COURSE TITLE	STRATEGIC MANAGEMENT
COURSE CODE	RMGT4123
DATE/DAY	26 JUNE 2024 / WEDNESDAY
TIME/DURATION	02:00 PM - 04:00 PM / 02 Hour(s) 00 Minute(s)

INSTRUCTIONS TO CANDIDATES :

1. Please read the instruction under each section carefully.
2. Candidates are reminded not to bring into examination hall/room any form of written materials or electronic gadget except for stationery that is permitted by the Invigilator.
3. Students who are caught breaching the Examination Rules and Regulation will be charged with an academic dishonesty and if found guilty of the offence, the maximum penalty is expulsion from the University.

(This Question Paper consists of 4 Printed Pages including front page)

*****DO NOT OPEN THE QUESTION PAPER UNTIL YOU ARE TOLD TO DO SO*****

This question paper contains TWO (2) sections. Answer ALL questions in the answer booklet provided. [50 MARKS]

SECTION A

(10 Marks)

There are TEN (10) questions in this part. Answer ALL questions in the answer booklet.

1. _____ refers to the process of conducting research on a company and its operating environment to formulate a strategy.
 - A. SWOT Analysis
 - B. Balanced Scorecard
 - C. Strategic Analysis
 - D. Strategic Implementation

2. Strategic analysis is the process of assessing an organization's external and internal environment to identify its strengths, weaknesses, opportunities, and threats. Which of the following is NOT a component of SWOT analysis?
 - A. Strengths
 - B. Weaknesses
 - C. Objectives
 - D. Threats

3. Organizational structure plays a critical role in strategy implementation. Which of the following is NOT a common organizational structure used for strategy implementation?
 - A. Functional structure
 - B. Matrix structure
 - C. Divisional structure
 - D. Hierarchical structure

4. Resource allocation involves allocating resources such as budget, manpower, and equipment to support strategy implementation. Which of the following is a key consideration in resource allocation?
 - A. Allocating resources randomly
 - B. Prioritizing resources based on strategic priorities
 - C. Allocating resources without considering organizational goals
 - D. Allocating resources based on employee preferences

5. Strategy evaluation involves assessing both internal and external factors that may impact the effectiveness of a strategy. Which of the following is an example of an external factor that may impact strategy evaluation?
- A. Organizational culture
 - B. Market trends
 - C. Employee turnover
 - D. Employee engagement
6. What is the purpose of conducting a cost-benefit analysis in strategy evaluation?
- A. To assess market trends
 - B. To develop a strategic plan
 - C. To evaluate the financial impact of a strategy
 - D. To conduct a PESTEL analysis
7. Business ethics in strategic management involves applying ethical principles and standards to the strategic decision-making process. Which of the following is a key benefit of integrating business ethics into strategic management?
- A. Decreased organizational performance
 - B. Increased employee turnover
 - C. Enhanced organizational reputation
 - D. Lack of innovation
8. What is the primary purpose of business ethics in strategic management?
- A. To maximize profits at any cost
 - B. To comply with legal requirements
 - C. To ensure that strategic decisions are made ethically
 - D. To avoid employee engagement
9. Globalization refers to the process of increased interconnectedness and interdependence among countries. Which of the following is **NOT** a driver of globalization?
- A. Technological advancements
 - B. Trade barriers
 - C. Cultural exchange
 - D. Economic integration

10. Multinational corporations (MNCs) are companies that operate in multiple countries and are often involved in international trade. Which of the following is a characteristic of MNCs?
- A. Limited market reach
 - B. Minimal impact on global economy
 - C. Localized operations
 - D. Diverse workforce

SECTION B

(40 Marks)

There are **FOUR (4)** questions in this part. Answer **ALL** questions in the answer booklet.

1. Porter's competitive strategies, also known as Porter's Generic Strategies, are three fundamental strategies that organizations can use to gain a competitive advantage in the marketplace. Each strategy has its own challenges and risks, and the choice of strategy should align with the organization's overall objectives and capabilities. Explain the **THREE (3)** Porter's competitive strategies. (12 marks)
2. The success of Proton Holdings depends on its capacity to make and execute decisions, as well as to perform essential functions efficiently, reliably, and effectively. Describe **THREE (3)** types of control in the implementation of their strategies. (12 marks)
3. Define Corporate Social Responsibility (CSR)? Provide examples of CSR. (6 marks)
4. International business operations are driven by various factors, including access to new markets, access to resources, cost savings, and diversification of risk. Discuss **FOUR (4)** common ethical issues arise in business globally. (10 marks)

***** END OF QUESTION PAPER *****