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**PAN AFRICA CHRISTIAN UNIVERSITY**

**SCHOOL OF LEADERSHIP, BUSINESS AND TECHNOLOGY**

**END OF SEMESTER EXAMINATION FOR THE DEGREE OF**

**BACHELOR OF BUSINESS LEADERSHIP**

**BACHELOR OF BUSINESS AND INFORMATION TECHNOLOGY**

**BACHELORS OF COMMERCE**

**MAY – AUGUST 2018**

**CAMPUS: ROYSAMBU**

**DEPARTMENT: BUSINESS**

**COURSE CODE: BUS3133|BCM401|BIT408**

**COURSE TITLE: STRATEGIC MANAGEMENT**

**EXAM DATE: TUESDAY 14TH AUGUST 2018**

**TIME: (6.00AM-Midnight)**

**INSTRUCTIONS**

* Read all questions carefully before attempting.
* ***Answer any FOUR questions out of the SIX Provided***
* *Write clearly and legibly.*
* *ALL PAC University’s examination rules and regulations apply*

**QUESTION ONE**

1. Describe any two emerging developments in the field of Strategic Management. **(2 marks)**
2. State the three key strategic questions that will help you decipher whether an organization has a strategy or not. **(3 marks)**
3. Explain the 5 Ps of strategy as introduced by Mintzberg **(5 marks)**

**QUESTION TWO**

1. A strategy should be participatory in the sense that all stakeholders are involved. Elaborate on how Kenya’s Vision 2030 strategy formulation was collaborative. **(4 marks)**
2. Discuss any three factors that affect the use of Environmental Analysis in strategy formulation. **(6 marks)**

**QUESTION THREE**

The Chief Executive Officer of a new company has approached you, being a Strategic Management student. He requires your assistance in preparing the organization’s strategic planning process. Explain how you would help him to create:

1. The vision of the company **(3 marks)**
2. The company’s mission statement**(3 marks)**
3. The core values of the organization **(4 marks)**

**QUESTION FOUR**

1. When carrying out strategic evaluation and selection, the strategic options generated during strategic analysis must be evaluated in order to select the best options. Explain four main evaluation criteria. **(4 marks)**
2. Explain any two models of Portfolio analysis. **(6 marks)**

**QUESTION FIVE**

1. Expound on the four types of organizational sub culture. **(4 marks)**
2. Describe how the 6 inter-related elements of Johnson and Scholes’ Cultural Web Model apply in today’s organizations. **(6 marks)**

**QUESTION SIX**

Using the Comprehensive Strategic Management Model, discuss the Strategic Management Process that an organization needs to undertake in order to achieve its objectives. **(10 marks)**