INSTRUCTION TO STUDENT

1. This Examination paper has **FOURTEEN (14)** printed pages.

2. This question paper consists of **TWO (2)** sections.
   - Section A : Answer **ALL** questions
   - Section B : Answer **SIX (6)** questions **ONLY**.

3. Please write all your answers in the Answer Booklet provided.
SECTION A : OBJECTIVE QUESTIONS - (40 MARKS)
INSTRUCTION : ANSWER ALL QUESTIONS.

1. Kindly specify **FOUR** phases in the strategic management?
   A. Basic Financial Planning, Forecast Based Planning, Marketing Planning and Strategic Planning
   B. Basic Financial Planning, Forecast Based Planning, Externally Oriented (Strategic Planning), and Strategic Management
   C. Annual Financial Planning, Analysis Based Planning, Internally Oriented (Strategic Planning) and Strategic Management
   D. Budget Financial Planning, Forecast Based Planning, Externally And Internally Oriented (Strategic Planning) and Strategic Management

2. Globalization can best described as
   A. refers to the use of business practices to reduce a company’s impact upon the natural and physical environment
   B. important way to keep track of international developments and position a company for a long term competitive advantage
   C. the integrated internationalization of markets and corporations has changed the way modern corporations do business
   D. a business corporation could be successful by focusing only on making and selling goods and services within its national boundaries

3. Below statement indicate on responsibilities of the board, **EXCEPT**
   I. Setting corporate strategy, overall direction, mission or vision
   II. Hiring and firing the CEO and top management
   III. Controlling and monitoring all the organization
   IV. Reviewing and approving the use of resources

   A. I and II
   B. I, II, and III
   C. I, II and IV
   E. All the above

Continued…
4. Identify the **CORRECT** function for those members of a Board of Directors.
   I. Inside directors are typically officers or executives employed by the corporations
   II. Outside directors may be executives of other firms but are not employees of the board’s corporation
   III. Affiliated directors are not really employed by the corporation and handle the legal work for the company
   IV. Family directors who are the second founder with personal agendas based on an organization relationship with the current CEO

   A. I and II  
   B. I, II, and III  
   C. I, II and IV  
   D. All the above

5. Which statement described Legal in Carroll’s four responsibilities?
   A. Responsibilities are defined by governments in laws that management is expected to obey
   B. Responsibilities are the purely voluntary obligations a corporation assumes
   C. Responsibilities of a business organization’s management are to produce goods and services of value to society
   D. Responsibilities of an organization’s management are to follow the generally held beliefs about behavior in a society

6. Include codes of conduct and compliance, anticorruption policies, corporate governance, risk and crisis management, strategic planning, quality and knowledge management and supply chain management.
   Above statement explain on:
   A. Environmental sustainability  
   B. Regulation sustainability  
   C. Social sustainability  
   D. Economic sustainability

Continued…
7. Identify element that include in Task Environment
   I. Local communities
   II. Creditors
   III. Debtors
   IV. Unions

   A. I and II
   B. I, II, and III
   C. I, II and IV
   D. All the above

8. Regional industries are:
   A. Domination by a few large firms, each struggles to differentiate products from its competitors
   B. Firm has a large market share and each firm only serves a large piece of the total market in competition with other firms
   C. Multinational companies primarily coordinate their activities within regions
   D. Operate worldwide with multinational companies making only small adjustments for country specific circumstances

9. Below are tangible assets, **EXCEPT**
   I. Plant
   II. Equipment
   III. Technology
   IV. Finances

   A. I and II
   B. I, II, and III
   C. I, II and IV
   D. All the above

Continued…
10. Identify functions of Corporate Culture?
   A. Conveys a sense of identity for employees
   B. Examine the linkages within each product line’s value chain
   C. Generates employee motivation
   D. Adds to the complexity of the organization as a social system

11. “When a corporation has no competitive advantage and is doomed to below average performance”.

   Above statement best described:
   A. Sustainability
   B. Hyper competition
   C. Competitive strategies
   D. Stuck in the middle

12. Indicate required skills and resources for overall cost leadership in generic strategy
   I. Sustained capital investment and access to capital
   II. Process engineering skills
   III. Structured organization and responsibilities
   IV. Tight cost control

   A. I and II
   B. I, II, and III
   C. I, II and IV
   D. All the above
13. Corporate strategy deals with three key issues facing the corporation as the whole:
   The manners in which management coordinates activities and transfers resources and
cultivates capabilities among product lines and business units.
   Above statement describe for ____________.
   A. directional strategy
   B. corporate parenting
   C. portfolio analysis
   D. parenting strategy

14. “Companies often combine the resources and expertise needed to develop new products
    or technologies and it also may be an association between a company and a firm in the
    host country or a government agency in that country”.
   Above statement described ________________.
   A. acquisitions
   B. licensing
   C. franchising
   D. joint Venture

15. Which statement **BEST** describe for Pricing Scheme?
   A. Attempts to hasten market development and offers the pioneer opportunity to use
      the experience curve to gain market share with low price and then dominate the
      industry
   B. Offers the opportunity from the top of the demand curve with a high price while
      the product is novel and competitors are few
   C. Ultimately the debt is paid with money generated from the acquired company’s
      operations or by sales of its assets
   D. A practice in which prices vary frequently based upon demand, market segment
      and product availability

   **Continued…**
16. Identify common problems faced during strategy implementation.
   I. The information system inadequately monitored activities
   II. Competing activities and crises took attention away from implementation
   III. Implementation took less time than originally planned
   IV. Key implementation tasks and activities were poorly defined

   A. I and II
   B. I, II, and III
   C. I, II and IV
   D. All the above

17. Chandler proposed following sequence for structure follows strategy. Identify the right sequence.
   A. New administrative problems emerge, New appropriate structure is invented, New strategy is created, Economic performance declines and Profit returns to its previous level
   B. New strategy is created, New appropriate structure is invented, New administrative problems emerge, Profit returns to its previous level and Economic performance declines
   C. New administrative problems emerge, New strategy is created, New appropriate structure is invented, Economic performance declines and Profit returns to its previous level
   D. New strategy is created, New administrative problems emerge, Economic performance declines, New appropriate structure is invented and Profit returns to its previous level

18. Kodak is an example of a firm in decline that has been attempting to develop new combinations of its existing resources to introduce new products, and thus revive the corporation.
   Decline best describe as:
   A. The final stage is traveled by a product because the product is no longer requested by the user
   B. Substantial costs required to cover the costs of production and marketing costs
   C. Forced out of the market if the product offered is not accepted by consumers
   D. Sales began to decline due to products of interest and the less successful competitors dominate the market

   Continued…
19. Which statement below include in process of Six Sigma?
   I. Define a process where results are poorer than average
   II. Analyze the information to pinpoint where things are going wrong
   III. Measure the process and eliminate the errors
   IV. Establish controls to prevent future defects from occurring

   A. I and II
   B. I, II, and III
   C. I, II and IV
   D. All the above

20. Allows the company to tailor products to regional differences and to achieve regional coordination best describe as:

   A. Product group structure
   B. Multinational Corporations
   C. Strategic Alliances
   D. Geographic area structure

21. The _____ includes those elements or groups that directly affect the corporation and are affected by it.

   A. task environment
   B. societal environment
   C. industry analysis
   D. organizational analysis

22. All of the following are possible barriers to entry, **EXCEPT**

   A. Economies of scale.
   B. Switching costs.
   C. Government policy.
   D. Product uniformity.

Continued…
23. Which of the following factors is related to intense rivalry among existing firms?
   A. capital requirements
   B. height of exit barriers
   C. cost disadvantages independent of size
   D. access to distribution channels

24. _____ is a quantitative technique that attempts to discover causal or at least explanatory factors that link two or more time series together.
   A. Statistical modelling
   B. Delphi technique
   C. Scenario writing
   D. Industry scenario

25. The speed with which other firms can understand the relationship of resources and capabilities supporting a successful firm's strategy is called __________.
   A. Transparency.
   B. Durability.
   C. Imitability.
   D. Replicability.

26. _____ is the collection of beliefs, expectations, and values learned and shared by a corporation's members and transmitted from one generation of employees to another.
   A. Cultural integration
   B. Corporate culture
   C. Cultural intensity
   D. Cultural diversity

27. _____ refers to the selection of specific areas for marketing concentration and can be expressed in terms of market, product, and geographical locations.
   A. Market position
   B. Market segmentation
   C. Market targeting
   D. Marketing mix

Continued…
28. _____ is groups of geographically and/or organizationally dispersed coworkers that are assembled using a combination of telecommunications and information technologies to accomplish an organizational task.
   A. Virtual teams
   B. Autonomous work teams
   C. Cross-functional work teams
   D. Concurrent engineering

29. The mix in the workplace of people from different races, cultures, and backgrounds refers to ____________.
   A. quality of work life
   B. corporate integration
   C. corporate intensity
   D. human diversity

30. Which of the following statements are **FALSE** on the criticisms of SWOT analysis?
   A. It uses no weights to reflect priorities.
   B. It uses ambiguous words and phrases.
   C. It generates short lists.
   D. It only requires a single level of analysis.

31. A _____ is a unique market opportunity that is available only for a particular time.
   A. propitious niche
   B. market niche
   C. window of opportunity
   D. strategic window

32. _____ strategy is the ability to provide unique and superior value to the buyer in terms of product quality, special features, or after-sale service.
   A. Differentiation
   B. Lower cost
   C. Marketing
   D. Tactical
33. Which of the following defensive tactics is aimed at reducing a challenger's expectations of future profits in the industry?
   A. Raise structural barriers.
   B. Lower the inducement for attack.
   C. Increase expected retaliation.
   D. Stage a price war.

34. All of the following statements are true about reasons for forming a strategic alliance, EXCEPT
   A. To obtain or learn new capabilities
   B. To obtain access to specific markets.
   C. To collude with a competitor.
   D. To reduce political risk.

35. _____ is a low-cost competitive strategy that focuses on a particular buyer group or geographic market and attempts to serve only this niche, to the exclusion of others.
   A. Customer focus
   B. Product focus
   C. Cost focus
   D. Differentiation focus

36. A _____ is a transaction involving two or more corporations in which stock is exchanged, but from which only one corporation survives.
   A. merger
   B. acquisition
   C. strategic alliance
   D. mutual service consortium

37. Which of the following is NOT a step in the GE Business Screen Matrix?
   A. Select criteria to rate the industry for each product line or business unit.
   B. Evaluate weaknesses and/or strengths of rivals' offerings.
   C. Plot each product lines or business unit's current position on a matrix
   D. Select the key factors needed for success in each product line or business unit.
38. _____ views the corporation in terms of resources and capabilities that can be used to build business unit value as well as generate synergies across units.
   A. Corporate parenting  
   B. BCG Growth-Share Matrix  
   C. GE Business Screen  
   D. Portfolio analysis

39. A corporate strategy in which large multi-business corporations compete against other large multi-business firms in a number of markets is called ____________.
   A. monopolistic competition.  
   B. pure competition.  
   C. oligopolistic competition.  
   D. multipoint competition.

40. _____ strategy emphasizes the improvement of operational efficiency and is probably most appropriate when a corporation's problems are pervasive, but not yet critical.
   A. Captive company  
   B. Divestment  
   C. Turnaround  
   D. Liquidation

Continued…
SECTION B : SHORT QUESTIONS – (60 MARKS)

INSTRUCTION: ANSWER ANY SIX (6) QUESTION ONLY

Question 1
a) What are the FOUR (4) main activities of a learning organization include? (4Marks)

b) Kindly explain any THREE (3) basic elements of strategic management (6Marks)

Question 2
Define synergy and explain the SIX (6) forms it can take. (10 Marks)

Question 3
a) List the FIVE (5) step feedback model of the evaluation and control process. (5 Marks)

b) List any FOUR (4) criteria for a good director. (5 Marks)

Question 4
a) Define benchmarking (2 Marks)

b) List the SIX (6) steps of benchmarking process. (8 Marks)

Question 5
Environmental scanning is the monitoring, evaluation, and dissemination of information from the external to internal environments to key people in corporation.

a) Describe the FOUR (4) general forces in the societal environment. (5 Marks)

b) List the FIVE (5) Porter approach to industry analysis. (5 Marks)

Continued…
Question 6
Organizational analysis is concerned with identifying and developing an organization resources and competencies.

a) What are the TWO (2) characteristics determine the sustainability of a firm competency? (4 Marks)

b) Discuss the THREE (3) basic organizational structures. (6 Marks)

Question 7

a) The effects of climate change on industries and companies throughout the world can be grouped into SIX (6) categories of risks. Please identify. (6 Marks)

b) Kindly describe any TWO (2) theories of Organizational Adaption. (4 Marks)