



CHRISTIAN SERVICE UNIVERSITY COLLEGE
KUMASI, GHANA
CSUC SCHOOL OF BUSINESS
DEPARTMENT OF MANAGEMENT AND GENERAL STUDIES
DEPARTMENT OF ACCOUNTING AND FINANCE
DEPARTMENT OF MARKETING, LOGISTICS AND CORPORATE
STRATEGY
END OF SECOND SEMESTER EXAMINATIONS – 2021/2022 ACADEMIC YEAR
LEVEL 400

CSBM 442: STRATEGIC MANAGEMENT

JUNE 2022

70 MARKS

TIME ALLOWED: 3 HOURS

GENERAL INSTRUCTIONS TO CANDIDATES:

- This examination comprises **THREE SECTIONS – A, B, and C**
- **SECTION-A** is compulsory questions. You must answer all.
- Answer **ONE** question from **SECTION B**
- Answer **ONE** question from **SECTION C**
- Write your index number and your signature at the top of the question paper and on every page of the answer booklet used.

SECTION A (30 MARKS)

ANSWER ALL THE QUESTIONS UNDER THIS SECTION

1. Strategic Management is mainly the responsibility of _____.
 - A. Lower Management
 - B. Middle Management
 - C. Top Management
 - D. All of the above

2. Large inventories can be best classified as _____.
 - A. Potential opportunity
 - B. Potential threat
 - C. Potential strength
 - D. Potential weakness

3. _____ is concerned with the way a business seeks to compete successfully in its particular market.
 - A. Functional strategy
 - B. Corporate strategy
 - C. Business-level strategy
 - D. Strategy formulation

4. Suppliers are part of the _____ environment of the company.
 - A. Working
 - B. Task
 - C. General
 - D. Internal

5. Which of the following is not part of the general business environment?
 - A. Laws and Policies
 - B. Demographics
 - C. Customers
 - D. Social Values

6. BCG in BCG Matrix stands for
 - A. Boston Consulting Group
 - B. British Consulting Group
 - C. Boston Corporation Group
 - D. Boston Calmette Group

7. The _____ involves becoming the lowest-cost organisation in a domain of activity.
 - A. cost-leadership strategy
 - B. differentiation strategy
 - C. focus strategy
 - D. market penetration

8. The bargaining power of suppliers is enhanced under which following market conditions.
 - A. dominance by a few suppliers
 - B. no threat of forwarding integration
 - C. low differentiation of the supplier products
 - D. greater availability of substitute products

9. Under a monopolistic market like the electricity distribution in Ghana, how would you describe the power of customers?
 - A. Low Bargaining Power of Customers
 - B. High Bargain Power of Customers
 - C. Medium Bargaining Power of Customer
 - D. High Bargaining Power of Suppliers

10. Covid 19 is considered a threat to some companies and an opportunity to others. In the SWOT framework, these are _____ environmental factors.
 - A. external
 - B. internal
 - C. both internal and external
 - D. not relevant external

11. The _____ can be defined as the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives.
 - A. Business Management
 - B. Strategic Management
 - C. Resource Management
 - D. Strategy Formulation

12. The question "*What do we want to become?*" helps the management to define the _____ of the organization.
 - A. mission statement
 - B. vision statement
 - C. values
 - D. none of the above

13. Identify the following statement, "*To be a university of choice, where Jesus is Lord and people are empowered to impact the world.*"
 - A. Vision statement
 - B. Mission statement
 - C. Value statement
 - D. None of the above

14. All the following are parts of the Boston Consulting Matrix, except _____
 - A. Cash Cow
 - B. Dog
 - C. Star
 - D. Cash Flow

15. Relative market share and _____ are important for the BCG Matrix
- A. industry growth rate
 - B. Cash Cow
 - C. Star
 - D. Question Mark
16. BCG Matrix is an important tool for _____ analysis
- A. portfolio
 - B. industry
 - C. market
 - D. general environment
17. According to the Resource-based View theory, a resource must deliver a unique strategy to provide a _____ to the firm as compared to the competing firms.
- A. competitive advantage
 - B. unique position
 - C. competition
 - D. bundle of resource
18. A resource is considered as _____ when it does not exist in the competitor firms
- A. valuable
 - B. rare
 - C. inimitable
 - D. non-substitutable
19. _____ include all employees, training, experience, intelligence, knowledge, skills, and abilities.
- A. Human Resources
 - B. Organisational Resources
 - C. Physical Resources
 - D. Financial Resources
20. According to the Resource-based View Theory, the resources of a firm include all the following, except _____
- A. human resources
 - B. organisational resources
 - C. physical resources
 - D. type resources
21. The functions of finance and accounting comprise the following three decisions _____, _____, and _____.
- A. financing, investment, working capital
 - B. dividend, financing, investment
 - C. financing, investment, working capital
 - D. Physical Resources

22. The main components of corporate strategy include allocation of resources, organizational design, portfolio management, and _____.
- A. strategic trade-offs.
 - B. environmental scanning
 - C. external environment
 - D. internal environment
23. The allocation of resources in an organization focuses mostly on two key resources _____, and _____.
- A. people, capital
 - B. bank loan, equity
 - C. investment, physical resources
 - D. technology, information
24. One of the most challenging aspects of corporate strategy is balancing the trade-offs between _____ and _____ across the firm.
- A. risk, return
 - B. risk, management
 - C. profit, return
 - D. risk, loss
25. _____ is an external growth strategy in which one business acquires or merges with another that operates at the same level in an industry.
- A. Forward integration
 - B. Horizontal integration
 - C. Backward integration
 - D. Divestiture
26. _____ is a business strategy that involves expanding a company's activities to include the direct distribution of its products.
- A. Forward integration
 - B. Horizontal integration
 - C. Backward integration
 - D. Divestiture
27. A _____ is adopted to have control over sources of raw materials.
- A. Forward integration
 - B. Horizontal integration
 - C. Backward integration
 - D. Divestiture
28. A _____ involves two separate entities undertaking a company or business together, sharing its profit, loss, and control.
- A. joint venture
 - B. merger
 - C. acquisition
 - D. integration

29. _____ refers to the activities the business performs well exceptionally relative to their competitors.

- A. Competitive Advantage
- B. External Opportunities
- C. Internal Strengths
- D. External Threats

30. _____ refer to individuals or a group of people with some level of expertise who have the responsibility to ensure the success of an organization.

- A. Strategists
- B. Managers
- C. Shareholders
- D. Stakeholders

Section B (20 Marks)

Answer any ONE question from this section for 20 marks

1. a) In your own words, define the following terms:
 - i. vision statement [1 Mark]
 - ii. mission statement [1 Mark]
 - b) Discuss Porter's Five Force Model [10 Marks]
 - c) Explain the following terms with specific examples:
 - i. Market Penetration [2 Marks]
 - ii. Market Development [2 Marks]
 - iii. Product Development [2 Marks]
 - iv. Diversification [2 Marks]
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2. a) List and explain five benefits of Strategic Management [5 Marks]
 - b) List and explain the three stages of the strategic management process [3 Marks]
 - c) Explain the following general environmental forces:
 - i. Political Factors [2 Marks]
 - ii. Economic Factors [2 Marks]
 - iii. Social Factors [2 Marks]
 - iv. Technological Factors [2 Marks]
 - v. Ecological Factors [2 Marks]
 - vi. Legal Factors [2 Marks]

Section C (20 Marks)

Answer any ONE question from this section for 20 marks

1. Use **Table 1: The Competitive Profile Matrix for the Top Three Technology Companies** to answer the following questions
 - a) Calculate the weighted scores for the following companies
 - i. Adobe System Incorporated [4 Marks]
 - ii. Microsoft Corporation [4 Marks]
 - iii. Oracle Corporation [4 Marks]
 - b) Which of the three companies has the best competitive position in the industry? [2 Marks]
 - c) Which of the three companies has the worst competitive position in the industry? [2 Marks]
 - d) Based on the competitive profile matrix of the three companies, which company can be considered the market follower in the industry? [2 Marks]
 - e) Explain first-mover advantage [2 Marks]

Table 1: The Competitive Profile Matrix for the Top Three Technology Companies

Critical Success Factors	Wight	Companies					
		Adobe System Incorporated		Microsoft Corporation		Oracle Corporation	
		Rating	Weight Score	Rating	Weight Score	Rating	Weight Score
Product Quality	0.46	4	(a)	3	(e)	3	(i)
Financial Position	0.28	4	(b)	4	(f)	4	(j)
Competitiveness	0.16	4	(c)	3	(g)	2	(k)
Technology	0.10	4	(d)	4	(h)	4	(l)
Total Weighted Score	1.00		4.00		3.38		3.22

2. Adinkra Business University runs four main flagship business programmes under the following departments – Department of Management (BSc Human Resource Management); Department of Accounting and Finance (BSc Accounting and Finance); Department of Marketing (BSc Marketing Management), and Graduate School (MSc Accounting and Finance). Table 2 presents the average industry growth for the four programmes and the corresponding market share of each of the programmes of Adinkra Business University.
- a) Use Boston Consulting Group Matrix to analyse the portfolio of Adinkra Business University based on the data provided in table 2. [8 Marks]
 - b) Based on the Boston Consulting Group Matrix, make a recommendation to the management of Adinkra Business University advising them on a programme they should discontinue offering. [2 Marks]
 - c) Discuss two disadvantages of the Boston Consulting Group Matrix [5 Marks]
 - d) Discuss two advantages of the Boston Consulting Group Matrix [5 Marks]

Table 2: The average industry growth for the Business School Industry in Ghana and the relative market share of the Adinkra Business University

The 3-year average growth of the Business School Industry in Ghana (2018 – 2021)			
BSc Human Resource Management (0.5%)	BSc Marketing Management (1.2%)	BSc Accounting and Finance (15%)	MSc Accounting and Finance (19%)
3-year average Performance of the Portfolio of Adinkra Business University (2018 – 2021)			
BSc Human Resource Management (8%)	BSc Marketing Management (1.15%)	BSc Accounting and Finance (15.3%)	MSc Accounting and Finance (5%)

GOOD LUCK!