

UGANDA MARTYRS UNIVERSITY
FACULTY OF BUSINESS ADMINISTRATION AND
MANAGEMENT

DEPARTMENT OF MANAGEMENT SCIENCES
SEMESTER ONE 2018/19 FINAL EXAMINATION

BSC A&F 3, BAM 3 Nkozi & Lubaga Day

COURSE UNIT: Strategic Management/Business Policy

DATE: Wednesday, 12th December 2018

TIME ALLOWED: 02:00pm – 05:00pm

Instructions to Candidates:

Read the following before answering the examination questions.

1. Do not write on the question paper.
2. **Section A is compulsory**
3. Attempt **any other three (3)** from Section B
4. All questions carry equal marks
5. Credit will be given for clarity and use of relevant examples

SECTION A

QUESTION ONE (Compulsory)

You have probably heard the saying "strategies make the organizations." Strategies are a key factor in a firm's competitive advantage. In today's fast changing environment, managers must set organizational goals, understand them and set strategies to achieve them in order to remain competitive. As a student of strategic management, discuss the validity of the statement bringing out the process of strategic management. **(25 marks)**

SECTION B (Attempt any 3 questions)

QUESTION TWO

Mr. Lule - Ntake Gaster, a renowned industrialist in Uganda, has opened up a number of businesses such as the soft tissue factory, bakery, grain milling, mineral water plant as well as poultry farming. Identify and discuss any one strategy that he has adopted and point out the advantages and disadvantages of using such strategy. **(25 marks)**

QUESTION THREE

Write short notes on the following terms as used in business policy:

- a) Core values **(5 marks)**
- b) Mission **(5 marks)**
- c) Vision **(5 marks)**
- d) Strategy **(5 marks)**
- e) Goals **(5 marks)**

QUESTION FOUR

Discuss how the external and internal environments are highly related while highlighting how this relationship can affect the profitability of the firm. **(25 marks)**

QUESTION FIVE

Discuss the role of portfolio analysis in assessing various business units of a diversified company, using any one model known to you. **(25 marks)**

QUESTION SIX

Despite efforts business establishments make in designing strategies, close to 70% of the companies' strategies are unsuccessful due to implementation failure. Critically examine the factors responsible for this occurrence. **(25 marks)**

QUESTION SEVEN

- (a) Identify and explain any four basic types of organizational structures. **(15 marks)**
- (b) Which one of the organizational structures identified above best suits a multinational company? Justify your answer. **(10 marks)**