

**UNIVERSITY OF BOLTON**

**INSTITUTE OF MANAGEMENT**

**BSc (Hons) BUSINESS MANAGEMENT/ BSc (Hons)  
BUSINESS MANAGEMENT WITH FOUNDATION  
YEAR/ BSc (Hons) BUSINESS MANAGEMENT  
(TOP/UP)**

**SEMESTER 1 EXAMINATIONS 2018 /2019**

**STRATEGIC MANAGEMENT**

**MODULE NO: BAM6002**

Date: Tuesday 15<sup>th</sup> January 2019

Time: 10.00 – 1.00

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**INSTRUCTIONS TO CANDIDATES:**

**Section 1: This section has a choice of 2 questions answer one. (40 marks)**

**Section 2: Answer any two questions. All questions in this section carry equal marks. (30 marks)**

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Semester 1 Examination 2018/2019  
Strategic Management  
Module No. BAM6002

**Section 1: Answer either question one or two :-**

1. Critically explore the need for organisations to adopt either a 'prescriptive' or an 'emergent' approach when managing their strategic position in light of factors such as complexity and uncertainty. Where possible use examples drawn from the literature to support points you put forward.

(40 marks)

**OR**

2. Compare and contrast two approaches through which organisations can assess their competitive position, and critically assess the benefits and limitations of each.

(40 marks)

**Section 2: Answer any two from the following:**

3. Comment critically on the role of 'Core Competence' in developing Sustainable Competitive Advantage (SCA) for an organisation. Use examples from the literature to support your arguments.

(30 marks)

4. The 'External Factors View' and the 'Resource Based View' are two general underlying theories of competitive strategy. Using these perspectives, outline the key differences in approach, commenting critically on models and concepts associated with each.

(30 marks)

5. Explore the practical application of SWOT Analysis as a strategic management tool, critically appraising issues and limitations associated with its use. What conclusions can reasonably be made about the use of this tool in strategy?

(30 marks)

6. Critically evaluate and explain the concept of 'Sustainable Competitive Advantage' (SCA) using examples of organisations achieving this to support your response.

(30 marks)

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7. “Strategy is the comprehensive action plan that identifies the long-term direction for an organization and guides resource utilization to accomplish organizational goals with sustainable competitive advantage” (McCuddy 2007).

Compare and contrast two models or theoretical approaches available to managers to assess the competitive position of an organisation to fulfil this requirement. Comment critically on the benefits and limitations of each model/approach and apply your response in context where possible.

**(30 marks)**

8. Evaluate the benefits, costs and risks of using ‘innovation’ to drive long-term organisation development, illustrating your answer with examples of how this approach to formulating and deploying strategy works in practice.

**(30 marks)**

9. “All strategy involves change.” (Whittington 2010) Critically explore how theories of strategic management can be used to understand and underpin change initiatives in your choice of organisation(s).

**(30 marks)**

10. What are the main features, benefits and limitations of the ‘Generic Strategies’ approach (Porter, 1980)? Using examples, explain the need to supplement this view of strategy when choosing between available strategic options.

**(30 marks)**

**END OF QUESTIONS**