

**UNIVERSITY OF BOLTON**

**RAK ACADEMIC CENTRE**

**BUSINESS MANAGEMENT**

**SEMESTER 2 EXAMINATION 2018/2019**

**STRATEGIC MANAGEMENT**

**MODULE NO. BAM6002**

**Date: Friday 31<sup>st</sup> May 2019**

**Time: 10:00am - 1:00pm**

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**INSTRUCTIONS TO CANDIDATES:**

This is an open book examination and you are able to bring with you 2 x A4 pages (4 sides) of notes.

Text books and reference materials are NOT allowed. You must hand in your notes with your exam paper.

Section 1: The question in this section is compulsory.

Section 2: Answer any TWO questions. All questions in this section carry equal marks

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**Section 1:**

Critically explore the need for organizations 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)**

**Section 2:**

**Answer any TWO from the following:**

1. Comment critically on the value of clear Purpose, Vision, Mission and Objectives in setting the strategic direction of an organization, using examples to explain the views you put forward.

**(30 marks)**

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

**(30 marks)**

3. 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)**

4. Using examples from theory and practice explain how Innovation can form the basis for strategic management. Evaluate the main issues and risks associated with innovation as strategy, providing practical examples where relevant to your analysis.

**(30 marks)**

**END OF QUESTIONS**