

**UNIVERSITY OF BOLTON**  
**OFF CAMPUS DIVISION**  
**WESTERN INTERNATIONAL COLLEGE**  
**BSC(HONS) BUSINESS MANAGEMENT**  
**TRIMESTER ONE EXAMINATIONS 2021/2022**  
**STRATEGIC MANAGEMENT**  
**MODULE NO: BMP6002**

Date: Friday 7<sup>th</sup> January 2022

Time: 10:00 – 12:00

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**INSTRUCTIONS TO CANDIDATES:**

There are **FOUR** questions on this paper.

Answer **ALL** questions.

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**Q1**

Suggest the appropriate leadership role in the strategic formation process. Develop a model of strategy formulation in the light of classroom learning experience.

**Total 25 marks**

**Q2**

Compare and contrast the CPM, IFE and EFE instruments of strategic management.

**Total 25 marks**

**Q3**

Reflect on the process of change management with reference to the strategy implementation. Justify the role of leadership in the management of potential reaction from the employees in order to implement cost-cutting strategy.

**Total 25 marks**

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**Q 4**

Critically evaluate the following mission statements of four companies based on the nine-point criteria discussed in the class.

**Statement-1:** At a gravel and asphalt company, the mission is “to make people’s lives better by improving the quality of built structures.”

**Statement-2:** Our customers are outdoor enthusiasts seeking fishing excitement and adventure. We provide fast, clean boats, all the bait and tackle needed, and friendly first mates to create memories for a lifetime. Our fleet of fast, clean vessels operate all along the Florida Gulf Coast. Our vessels are equipped with the very latest safety and fish finding equipment to ensure that customers comfortably are “catching rather than just fishing.” Our prices are as low as possible to provide customers great value in conjunction with high employee morale and a reasonable return for our owners. We assure customers the upmost courtesy and care as our motto on every vessel is to follow the Golden Rule. For customer enjoyment and safety, we provide the most experienced staff in the industry. Our vessels use emission-friendly engines; we strive to bring repeat tourists to all communities where we operate. Our on-the-water and off-the-water employees are “on a mission” to help customers have a great time.

**Statement-3:** We aspire to make PepsiCo the world’s premier consumer product’s company, focused on convenient foods and beverages. We seek to produce healthy financial rewards for investors as we provide opportunities for growth and enrichment to our employees, our business partners and the communities in which we operate. And in everything we do, we strive to act with honesty, openness, fairness and integrity.

**Q4 continues over the page**

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**Q4 continued...**

**Statement-4:** Our mission is to provide women quality fragrances, cosmetics, and jewelry at reasonable prices backed by outstanding customer service provided by our thousands of door-to-door sales representatives operating globally. We use the latest technology to profitably develop, and market products desired by women all over the world. Avon representatives put integrity first in setting a good example in every community they operate - as they sell beauty.

**Total 25 marks**

**END OF QUESTIONS**

**END OF PAPER**

PAST EXAMINATION PAPER