

**UNIVERSITY OF BOLTON**  
**INSTITUTE OF MANAGEMENT**  
**BSc (Hons) BUSINESS MANAGEMENT**  
**SEMESTER TWO EXAMINATION 2021/2022**  
**STRATEGIC MANAGEMENT**  
**MODULE NO: BMP6002**

Date: Wednesday 18 May 2022

Time: 2.00 – 5.00pm

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**INSTRUCTIONS TO CANDIDATES:**

**Section 1: The question in this section is compulsory.  
(40 marks)**

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

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**Section 1: Compulsory question** to be answered by all:

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)**

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

1. Using examples from the literature critically assess the factors which best facilitate the assessment and delivery of Sustainable Competitive Advantage (SCA) for an organisation. **(30 marks)**
2. Critically evaluate the benefits, costs and risks of using 'innovation' to drive long-term organisational development, illustrating your answer with examples of how this approach to formulating and deploying strategy works in practice. **(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. Compare and contrast two tools available to managers to assess the environmental competitive position of an organisation. Comment critically on the benefits and limitations of each model/approach and apply your response in context where possible **(30 marks)**
5. Critically evaluate the application of a Strategic Market Based Approach to organisational strategy (using relevant theory). Apply your answer in context where possible **(30 marks)**

**END OF QUESTIONS**