

**UNIVERSITY OF BOLTON**

**INSTITUTE OF MANAGEMENT**

**BSc (Hons) BUSINESS MANAGEMENT**

**SEMESTER ONE EXAMINATION 2022/2023**

**STRATEGIC MANAGEMENT**

**MODULE NO: BMP6002**

Date: Tuesday 10 January 2023

Time: 2.00 – 5.00

---

**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)

---

University of Bolton  
Institute of Management  
BSc (Hons) Business Management  
Semester 1 Examination 2022/2023  
Strategic Management  
Module No. BMP6002

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

1. "Strategic Management is the orchestration of all the resources of a business to create and sustain a competitive advantage. It is a process by which the business creates its future" (Lodato, 2014)

Critically explore the Strategic Management Process. Using theoretical models to underpin your evaluation and case study examples as appropriate,

**(40 marks)**

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

2. 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.

**(30 marks)**

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

**(30 marks)**

4. Compare and contrast two models or theoretical approaches available to managers for assessing the environmental competitive position of an organisation, commenting critically on the benefits and limitations of each. Apply your response in context where possible.

**(30 marks)**

5. 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)**

6. 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)**

**Please turn the page**

University of Bolton  
Institute of Management  
BSc (Hons) Business Management  
Semester 1 Examination 2022/2023  
Strategic Management  
Module No. BMP6002

7. Critically evaluate the application of a Strategic Resource Based Approach to organisational strategy (using relevant theory). Apply your answer in context where possible

**(30 marks)**

**END OF QUESTIONS**

PAST EXAMINATION