

**UNIVERSITY OF BOLTON**  
**INSTITUTE OF MANAGEMENT**  
**BSC (HONS) BUSINESS MANAGEMENT**  
**SEMESTER ONE EXAMINATION 2023/2024**  
**STRATEGIC MANAGEMENT**  
**MODULE NO: BMP6002**

Date: Tuesday 9<sup>th</sup> January 2024

Time: 2.00pm – 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 a Strategic Management Process when managing their strategic position in light of factors such as complexity and uncertainty. Where possible, use case study examples to support the points you put forward.

**(40 marks)**

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

2. Critically explore the effect of environmental change upon the way organisations apply strategy. Using examples as appropriate, discriminate between prescriptive and emergent models and explain the factors affecting the successful application of each model.

**(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/tools 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)**

**Please turn the page**

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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)**

**END OF QUESTIONS**

PAST EXAMINATION