

UNIVERSITY OF BOLTON

INSTITUTE OF MANAGEMENT

BSC (HONS) BUSINESS MANAGEMENT

SEMESTER TWO EXAMINATION 2023/2024

STRATEGIC MANAGEMENT

MODULE NO: BMP6002

Date: Monday 13th May 2024

Time: 2.00pm – 4.00pm

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. “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. 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)

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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)

5. Critically evaluate the use of '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)

6. 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