

[OCD017]

UNIVERSITY OF BOLTON

OFF CAMPUS DIVISION

BANKING UNIVERSITY HCMC

BSC (HONS) BUSINESS MANAGEMENT

SEMESTER 2, EXAMINATION 2023/24

STRATEGIC MANAGEMENT

MODULE NO: BMP6033

Date: Friday 19th April 2024

Time: 8:00am – 10:00am

INSTRUCTIONS TO CANDIDATES:

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

Answer **ALL** questions. All questions carry equal marks.

This is an open book examination

You may bring supporting information, other than textbooks, into the examination. This should be a maximum of 4 sides of A4 notes or 2 sheets.

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Answer ALL questions

1. Strategy formulation is the process of creating a plan to achieve a long-term goal or set of goals. It involves assessing the current situation, setting objectives, and developing strategies to achieve those objectives. Using the Strategy Formulation Analytical Framework introduced by David (2007) as a guide, together with the information provided in the case study, critically review the process of gathering data that helps company “A” to evaluate the company’s internal and external dimensions, and to reach an appropriate competitive strategy.
(25 marks)

2. You have been hired to advise company “A” in HCMC on strategic alliances with a view to increasing the company’s market share, efficiency, and profitability. Critically review the rationale for strategic alliances, and discuss the Critical Success Factors for the success of strategic alliances.
(25 marks)

3. Briefly describe the Porter’s generic strategies and critically review the suitability of low- cost and differentiation strategies for the company “A”, focusing on strength and weakness of each strategy.
(25 marks)

4. The purpose of change management is to implement strategies for effecting change, controlling change and helping people to adapt to change. Company “A” investment’s strategy is heavily influenced by the application of AI, and robotics, however, this has not received a lot of support from the employees who are concerned about their jobs. You are required to recommend a strategy for implementing change at the company, and advise the company on a method for dealing with resistance to change.
(25 marks)

**END OF QUESTIONS
END OF PAPER**