

UNIVERSITY OF BOLTON
INSTITUTE OF MANAGEMENT
BSC (HONS) BUSINESS MANAGEMENT
SEMESTER ONE EXAMINATION 2024/2025
STRATEGIC MANAGEMENT
MODULE NO: BMP6033

Date: Wednesday 8th January 2025

Time: 2.00m to 4.00pm

INSTRUCTIONS TO CANDIDATES:

This Exam is Open Book.

**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. "The strategic management process is an ongoing process that organizations use to align their resources and capabilities with their environment, consisting of environmental scanning, strategy formulation, implementation, and control." (Thompson et al, 2021).

Critically explore the theory related to 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. Discuss how the adoption of the TBL framework can influence business decision-making. Provide examples of how companies can implement TBL principles in their operations.

(30 marks)

END OF QUESTIONS