

**UNIVERSITY OF GREATER MANCHESTER**  
**GREATER MANCHESTER BUSINESS SCHOOL**  
**BSC (HONS) BUSINESS MANAGEMENT**  
**SEMESTER TWO EXAMINATION 2024/2025**  
**STRATEGIC MANAGEMENT**  
**MODULE NO: BMP6033**

Date: Wednesday 14<sup>th</sup> May

Time: 2.00pm - 4.00pm

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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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**This Exam is Open Book. You are permitted one piece of A4 paper (2-sided) which must be submitted with your Assessment booklet.**

University of Greater Manchester  
Greater Manchester Business School  
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Semester 2 Examination 2024/2025  
Strategic Management  
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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. "Emergent strategy is a strategy that forms as an organization responds to its environment in real time, adapting to circumstances as they unfold rather than following a pre-determined plan." (Whittington et al, 2024)

Critically explore the causes for strategic variation within organisations and their need to adopt either a 'prescriptive' or an 'emergent' approach when managing their strategic position. 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)**

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 analyse the potential challenges to the application of the Triple Bottom Line approach. Apply your answer in context where possible

**(30 marks)**

**END OF QUESTIONS**