



FOURTH YEAR FIRST SEMESTER EXAMINATION – JUNE/JULY – 2017

EMG 471-3 Strategic Management

Instructions to candidates:

No. of pages : Three (03)
No. of questions : Five (05) Essay
Time : Three (3) Hours
Marks allocated : 100 Marks

Answer all questions.

01.

- a) An industrial equipment company consists of the five strategic business units (SBUs) as shown in the table. Using the Boston Consulting Group (BCG) analysis, determine whether the company is in a healthy condition. What future strategies should it consider?

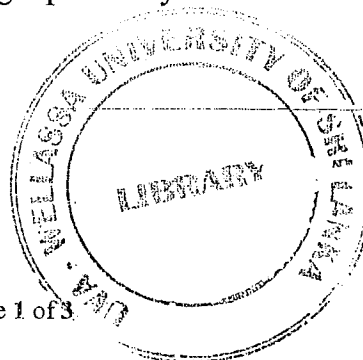
SBU	Sales (in millions)	Number of competitors	Sales of the top competitors (in million)	Market Growth rate
A	0.5	08	7, 0.7, 0.5	15%
B	1.6	22	1.6, 1.6, 1.0	16%
C	18	14	1.8, 1.2, 1.0	7%
D	3.2	05	3.2, 0.8, 0.7	4%
E	0.5	10	2.5, 1.8, 1.7	4%

(10 Marks)

- b) Assume that you are the CEO of a small (200 employees) business. Using the strategic implementation process prepare a strategic plan for your business. Make sure that you address all the steps in implementation.

(10 Marks)

(Total 20 Marks)



02.

- a) "Portfolio models can be helpful to managers to know whether the objective for an SBU should be to build, to hold, to harvest or to divest".- (Porter, 1986)

Explain the above statement by using the GE matrix.

(10 Marks)

- b) "An industry's profit potential depends on five basic competitive forces within the industry" (Porter, 1986).

Explain what do you understand by the above stated statement.

(10 Marks)

(Total 20 Marks)

03.

- a) Explain the sequential steps of External and Internal Environmental Analysis

(10 Marks)

- b) Identify the key corporate social responsibility issues which are of major concern in an industry of your choice and explain with corporate social performance matrix.

(10 Marks)

(Total 20 Marks)

04.

- a) Describe how Cost Leadership Strategy could confront the five competitive forces in an industry to which you are familiar.

(10 Marks)

- b) What are the main differences among corporate-level, business-level and functional-level strategies? Give an example of each level for a Company/Institution that you know.

(10 Marks)

(Total 20 marks)

05.

- a) Explain SWOT analysis and conduct a brief SWOT analysis of your university by developing five items for each of the four SWOT categories.

(10 Marks)

- b) "Wal-Mart, Dell Computer, and Seven-Eleven Japan companies that have built their success on superior design, planning and operations of their supply chain by having a close connection between the design and management (supply Chain Decision) of supply chain flows". Critically discuss the statement.

(10 Marks)

(Total 20 Marks)

