



Riara School of Business
Nurturing business innovators
SEPTEMBER –DECEMBER 2019 TRIMESTER
EXAMINATION FOR DIPLOMA IN BUSINESS MANAGEMENT
DAY PROGRAMME
RBM 025: STRATEGIC THINKING IN BUSINESS

DATE: 13TH DECEMBER, 2019

TIME: 2 HOURS

GENERAL INSTRUCTIONS:

Students are NOT permitted to write on the examination paper during reading time.
This is a closed book examination. Text book/Reference books/notes are not permitted.

SPECIAL INSTRUCTIONS:

1. Write your REGISTRATION NO. Clearly on the answer booklet(s).
2. Answer Question ONE and ANY other TWO questions.
3. Questions in all sections should be answered in answer booklet(s).
4. Marks allocated to each question are shown at the end of the question.
5. PLEASE start the answer to EACH question on a NEW PAGE.
6. For the questions, write the number of the question on the answer booklet(s) in the order you answered them.
7. Write your answers in paragraph form unless stated otherwise.
8. Keep your phone(s) SWITCHED OFF at the front of the examination room.
9. Keep ALL bags and caps at the front of the examination room and do not refer to any unauthorized material before or during the course of the examination.
10. You are only allowed to leave the examination room 30minutes to the end of the Examination.

QUESTION ONE: COMPULSORY (30MKS)

- a) Strategic decisions add value to firms' competitive advantage. Explain **FIVE KEY** elements strategic thinkers/leaders consider in strategic decision making. **(10 marks)**
- b) Clarify **FIVE** importance of strategic management to business organizations. **(5 marks)**
- c) Describe **FIVE** elements of a good mission statement. **(5marks)**
- d) A well-developed strategy may fail at the implementation stage. What **FIVE factors** would you consider to make this stage succeed? Expound your answers with suitable business examples. **(10 marks)**

QUESTION TWO

- a) "Henry Mintzberg **FIVE P'S OF STRATEGY** throws light on the concept of strategy from different perspectives".Expound on this statement. **(10 marks)**
- b) Organizations form strategies at **THREE DIFFERENT LEVELS** of management. Explain, citing vision 2030, the BIG FOUR agenda, and other business examples. **(10marks)**

QUESTION THREE

- a) A successful 21 century Organization strategy monitors and controls her strategic management process. Describe the **FIVE** steps of the control process. **(10marks)**
- b) Elaborate how **emerging issues** in the **PESTEL** environments affect strategic decision-making. **(10marks)**

QUESTION FOUR

- a) Firms are encouraged to be much more proactive in dealing with the operating/Task environment. Examine **FIVE ELEMENTS** you would consider in profiling for strategy actualization. **(10marks)**
- b) Diverse models are applied in strategic thinking to contextualize the different stages of strategic management process. From the models below, choose **ONLY ONE** and expound its application in strategic management: **(10marks)**
 - i) SWOT matrix
 - ii) VRIO framework
 - iii) Porter's five forces model
 - iv) BCG matrix
 - v) Igor Ansoff, Product- Market grid.