

ZIMBABWE EZEKIEL GUTI UNIVERSITY



DEPARTMENT OF BUSINESS STUDIES

COURSE: STRATEGIC MANAGEMENT

COURSE CODE: CBM401

DURATION: 3 HOURS 12 JUNE 2018

INSTRUCTIONS TO CANDIDATES

1. No cell phones are allowed in the examination venue.
2. Answer ANY FOUR questions
3. Begin each question on a new page.
4. The number of marks allocated to each question or part question is shown in brackets
5. All questions carry twenty five marks

Question 1

- (a) The true nature of marketing today is not serving the customer; it is outwitting & outfitting one's competitors. Briefly explain the four ways this war can be fought. (10 marks)
- (b) Discuss how 'Gap Analysis' might be applied to a product/market situation. (15 marks)
- (Total 25 marks)**

Question 2

Evaluate the strategic option that takes the organization away from its existing products and markets, showing its main advantages and disadvantages and the appropriate methods for its implementation. **(Total 25 marks)**

Question 3

- (a) Explain with examples the terms Mission, Vision, and the Strategic Intent Statements. (10 marks)
- (b) Assess why and when is there likely to be conflicts between the above terms. (15marks)
- (Total 25 marks)**

Question 4

Compare and contrast corporate strategy, business unit strategy and operational strategy **(Total 25 marks)**

Question 5

- (a) Discuss the concepts of centralization and decentralization and their relationship to strategic implementation? (10 marks)
- (b) Analyse the three primary ways companies can achieve sustainable advantage according to Michael Porter. (15 marks)
- (Total 25 marks)**

END OF PAPER