



UGANDA MANAGEMENT INSTITUTE

POSTGRADUATE DIPLOMA IN HUMAN RESOURCE MANAGEMENT (DHRM)
KLA; MRA; GULU, MBL (WKD)

SECOND SEMESTER EXAMS 2017/2018

MODULE: BUSINESS POLICY AND STRATEGIC MANAGEMENT (E)

Date: Thursday 4 October 2018

Time: 09.00 AM – 12.00 NOON

INSTRUCTIONS

1. Answer **FOUR** Questions.
2. Question **ONE** of Section A is compulsory and carries **40** marks.
3. Answer any other **THREE** Questions from Section B. Each question carries **20** marks.
4. Write clearly and legibly.
5. Do not write anything on the question paper.
6. Do not take Mobile Phones into the examination room.
7. Follow the instructions of the Examination Supervisor.
8. Indicate questions answered on the Answer Sheet in the column of Questions.

This paper consists of 3 printed pages.

-GOOD LUCK-

SECTION A:**COMPULSORY****(40 MARKS)****QUESTION ONE**

You have been working for Supper Foods Uganda Limited, a rice producing and exporting company based in Eastern for the last ten years. This company is considering establishing similar business in Tanzania. The branch in Tanzania will be processing and distributing to retail outlets in the country. Because of your long experience in this business, you have been appointed to head an advance team of senior managers of the company that will craft the strategy for the success of this business in Tanzania.

Required:

- a) Write a short presentation (1-2 pages) about what a policy is, so that team members may understand it before they leave for Tanzania. **(7 marks)**
- b) Discuss the key features of a business policy. **(10 marks)**
- c) Examine the process of strategic control highlighting the essential features which are going to be tabled before the team as they manage performance of Supper Foods Uganda Limited. **(13 marks)**
- d) Identify one strategic control tool to be used and describe the key components which the team will be monitoring and controlling. **(10 marks)**

SECTION B: ANSWER ANY THREE QUESTIONS FROM THIS SECTION**QUESTION TWO**

- a) Examine the challenges to Strategy implementation in an organisation you are familiar with. **(10 marks)**
- b) Explain the measures to overcome such challenges. **(10 marks)**

QUESTION THREE

“Product development is necessary for continuity and sustainability of any business”. As an HR Expert, discuss why organisations/ companies should develop/modify their products. **(10 marks)**

b) Describe at least five (5) strategies of product development an organisation/company can choose from in order to penetrate the business markets. **(10 marks)**

QUESTION FOUR

Think of an organization of your own choice doing business in a product or service of your own choice and Craft her;

- a) Vision & Vision Statement **(5 marks)**
- b) Mission & Mission Statement **(5 marks)**
- c) Core Values & Value statement **(5 marks)**
- d) Set three strategic objectives **(5 marks)**

QUESTION FIVE

Albert Valley Petroleum is one of the many petroleum companies doing business competitively in Uganda. During the *Speak Your Mind* programme on Radio Four FM Talk-show, it was aired that, *“Strategies are very important for the success of any business venture”*.

Supposing you were the Chief Executive Officer (CEO) of Albert Valley Petroleum company which has been doing business for the last 20 years but is now almost collapsing, what “winning strategies” according to Jack and Suzy Welch (2005) would you adapt in order to save her from collapse and ultimate demise? **(20marks)**

QUESTION SIX

Discuss the view expressed by some corporate managers that the concept and practice of Corporate Social Responsibility (CSR) is just a waste of resources. **(20marks)**

END