



# UGANDA MANAGEMENT INSTITUTE

POSTGRADUATE DIPLOMA IN FINANCIAL MANAGEMENT (DFM): KLA;  
MRA; GULU, MBL: (DBA) KLA: (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**

Crafting and or selecting a working strategy requires that a strategy manager understands the external environment where the organization operates and the internal environment of the organization itself and then zero on strategies that fit the circumstances. When strategies have been crafted, routine decisions have to be made from time to time during strategy implementation. To guide these decisions policies must be in place.

**Required:**

- (a) Assuming that you are strategy manager for an organization, write a report to the Board of Directors explaining the tools that you will use in analyzing the organisation's operating environment. **(15 Marks)**
- (b) Explain why an organization should develop a clear vision, mission and values statement, and how the process of developing a vision should be undertaken. **(10 Marks)**
- (c) Assuming your organization is a foreign company and wants to establish presence in Uganda that macro-economic environmental factors would need to analyses to enable you craft strategies that will enable your company to operate successfully in Uganda? **(15 Marks)**

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

An organization's Strategy is its game plan for out-performing its competitors and achieving superior profitability. Strategy represents an integrated actions considered essential for excelling in a competitive environment. Strategy implementation is the translation of chosen strategy into organizational actions so as to achieve strategic goals and objectives. Excellently formulated strategies will fail if they are not properly implemented.

**Required**

- (i) What actions make up an organizations' strategy? **(10 Marks)**
- (ii) Identify the principle tasks involved in strategy implementation in a corporate organization. **(10 Marks)**

**QUESTION THREE**

“Developing strategic objectives is critical as helps in giving direction where the organization wants to go”. They are particular areas for both profit making and non-profit making organizations put emphasis. Outline some of the key aspects which should be covered when setting strategies for an organization of your choice. **(20 marks)**

**QUESTION FOUR**

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

**QUESTION FIVE****EITHER**

“Many organizations in Uganda have embraced the Balanced score card as a strategic planning and monitoring tool despite its various weaknesses”. Critically examine the above statement. **(20 marks)**

**OR**

In a competitive environment, continuous improvement is the key to survival. Continuous improvement can be accelerated through benchmarking best practices.

**Required**

- i) When is the process, method or practice considered to be a best practice? **(7 Marks)**
- ii) Outline the logical process of benchmarking. **(8 Marks)**
- iii) Why should an organization benchmark another? **(5 Marks)**

**QUESTION SIX**

- a) “Disruption is now a common phenomenon for all organization whether profit making or non-profit making “says a senior adviser to a big telecom company in Uganda. Digital disruption is now disorienting organizations and many employees are arguing that nobody is safe.(a)write a report explaining explain why an organization of your choice should embrace a digital strategy for your organization to remain competitive. **(10 Marks)**
- (a) Discuss the importance of an organization assessing the digital landscape before embarking on any digital strategy. Use examples. **(10 marks)**

**END**