



UGANDA MANAGEMENT INSTITUTE

POSTGRADUATE DIPLOMA IN HUMAN RESOURCE
MANAGEMENT (DHRM): K'LA; MRA; GULU, MBL:

SECOND SEMESTER EXAMS 2015/2016

**MODULE: BUSINESS POLICY AND STRATEGIC
MANAGEMENT (E)**

Date: Thursday 6 October 2016

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**

Strategic planning is one of the key management functions in organizations that provides the direction to management and therefore shapes the future of the organization. As a manager, it is important that periodically you engage in strategic planning to achieve accelerated growth and development of your organization.

Required

- a) Explain thoroughly what a strategic plan is. **(10 marks)**
- b) With illustrations, explain the process of developing a strategic plan. **(10 marks)**
- c) Discuss the limitations of strategic planning. **(7 marks)**
- d) Explain the meaning of each of the following concept common to strategic plans
 - i. Vision and vision statement. **(3 marks)**
 - ii. Mission and mission statement. **(3 marks)**
 - iii. Value and value statement. **(3 marks)**
 - iv. Strategic objectives. **(2 marks)**
 - v. Strategy. **(2 marks)**

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

- a) Broadly explain the meaning of the concept of Business Policy. How does it differ from other policies known to you? **(08marks)**
- b) Clearly giving examples, why should students in higher institutions of learning like Uganda Management Institute be concerned with the study of Business Policy? **(12marks)**

QUESTION THREE

Organizations are born; they grow and can easily die as has been the case with the defunct Uganda Commercial Bank, Greenland Bank and indeed very many other businesses. Indeed a number of research findings indicate that about 80% of Ugandan businesses hardly celebrate their 10th birth day. Amongst the recommendations made in such research projects is that there is need for businesses to adopt effective business policies.

Required

Advise upcoming businesses on the most appropriate business policies they could implement to make them grow and survive sustainably in the ever changing and sometimes turbulent and unpredictable global market conditions. **(20marks)**

QUESTION FOUR

The traditional meaning of a business did not take into account corporate social responsibility (CSR). It only considered the profit-making aspects of a business.

Required:

- a) More than ever before, modern businesses consider corporate social responsibility (CSR) Social responsibility as a worthwhile investment. Why? **(10 marks)**
- b) Using illustrations identify the various components of a corporate social responsibility strategy that can be adopted in any organization. **(10 marks)**

QUESTION FIVE

The Oxley-Banes Act(2000) in USA was a by-product of unethical business dealings by companies like Mid-Com International, Tragufira in Netherlands, Barclays Bank (UK) under Mr. Diamond. This led the to the former CEO of General Motors to comment thus, *“Organizations that will grow and survive the turbulent market forces that characterize the 21st Century are likely to be those that will do business ethically”* (Welch, 2005).

Required:

- a) Discuss with relevant examples, the merits of this assertion. **(10marks)**
- b) Give examples of unethical business behaviors that may put a business’s image at the risk of being blacklisted in the International Market. **(10marks)**

QUESTION SIX

- a) Giving both local and international examples, discuss in detail the concept of change **(10 marks)**
- b) In your own view, why do people resist change? **(05marks)**
- c) Suggest some useful strategies for overcoming resistance to change. **(05marks)**

END