PAN AFRICA CHRISTIAN UNIVERSITY

END OF SEMESTER EXAMINATION FOR THE DEGREE OF

MASTER OF BUSINESS ADMINISTRATION

JANUARY – APRIL 2026

CAMPUS: ROYSAMBU - EVENING

DEPARTMENT: BUSINESS STUDIES

COURSE CODE: STM 604

COURSE TITLE: STRATEGIC MANAGEMENT SEMINAR

EXAM DATE: APRIL 2026

TIME: 6.00PM- 9.00PM

INSTRUCTIONS

- Read and understand all questions carefully before attempting.
- Answer question **ONE** and any other **THREE** questions in the answer sheets

QUESTION ONE

INDUSTRY COGNITION CASE

In a boardroom meeting, the top management of ABC PLC was engaged in a discussion to find out how the Company top echelon could enhance its capacity towards more effective design of the company strategies. The top management team of the company comprises professionals who are experts in technical areas of engineering and other related applied sciences with very few having background training in humanities, social sciences and business administration. Even though the company spends reasonable percentage of resources and time in their strategic planning processes, the precision of the strategies has not matched those of their rivals whose top echelon team composition seems more diverse in terms of their areas of technical expertise and background education and training. The business development manager suggested to the top management team that a more diversified team composition would bring a better strategic positioning to the processes preceding and those succeeding the strategy formulation process. Pressed to offer a justification on the position he had taken in advising the top echelon team, the manager argued that their company seems to lag behind their rivals in terms of their cognitive capability level which could be enhanced if the top echelon considered enriching its current level of diversity. The CEO adjourned the meeting pending receipt of a concept note from the business development manager detailing how the cognitive capability building approach would apply in their company.

Required:

- **a)** Explain the strategic management problem facing the company. **(2 Marks)**
- **b)** Describe the conceptual nature of the cognitive approach proposed by the business development manager. **(4 Marks)**
- c) In view of the current situation on the Top echelon composition, discuss the relevance of the cognitive approach suggested. **(4Marks)**
- **d)** As an expert in strategic management, provide summary notes on the main areas that should be considered in the concept note. **(6 Marks)**
- **e)** Advise the company on a list of benefits likely to be enjoyed by the company upon adoption of the cognitions approach. **(4Marks)**

QUESTION TWO

A Case of Orion Global Logistics in a VUCA World

Orion Global Logistics (OGL) is a multinational logistics and supply-chain services provider headquartered in Europe, with operations across Asia, Africa, and Latin America. The firm specializes in end-to-end solutions for consumer goods, pharmaceuticals, and industrial clients. For years, OGL competed successfully on reliability, scale, and long-term contracts with multinational corporations. By 2026, OGL operates in more than 50 countries, employs 60,000 people, and generates €12 billion in annual revenue.

Required:

- a) Using the VUCA framework, analyze Orion Global Logistics' external environment. **(8 Marks)**
- b) VUCA environments require a shift from prediction-based strategy to learning-based strategy." Discuss this statement in relation to Orion Global Logistics, drawing on both the case and relevant strategy literature. **(2 Marks)**

QUESTION THREE

Experts in strategic management base their case for adoption of strategic management on the contribution of strategy to firm performance. Performance has however presented a challenge to managers on how it should be measured.

Required:
Discuss how each of the following approaches is applied in strategic management to measure performance:

- a) The Balanced Scorecard by Kaplan and Norton **(4Marks)**
- **b)** The Stakeholder Theory **(3Marks)**
- **c)** The TBL Model **(3Marks)**

QUESTION FOUR

The external environment of a firm is recognized in the strategic management process to influence strategic thinking in a firm. Using several theoretical frameworks, scholars have shown that the environment may influence certain decisions. Discuss with reference to each of the following theories, the set of strategic decisions the environment will influence.

Required:

a) Institutional theory **(3Marks)**
b) Resource dependence theory **(4Marks)**
c) The population ecology theory **(3Marks)**

QUESTION FIVE

Strategies in organizations may result from either or a combination of approaches. Each of the approaches differs based on the role it apportions to key stakeholders in the strategic management process of an organization.

Required:

a) Discuss the **five** approaches to strategy development proposed by Barbuto. **(5Marks)**
b) Discuss the challenges that a strategist is likely to face in implementing each of the approaches. **(5Marks)**

THE END!!

GOOD LUCK!!