

**JULIUS NYERERE SCHOOL OF SOCIAL SCIENCES**  
**DEPARTMENT OF HUMAN RESOURCES MANAGEMENT**  
**EXAMINATION PAPER**

**BACHELOR OF SCIENCE**

**PART 4 SEMESTER 1**

**MODULE NARRATION**

**STRATEGIC MANAGEMENT**

**CODE**

**HRMH411/LGSH414**

**DATE**

**2024**

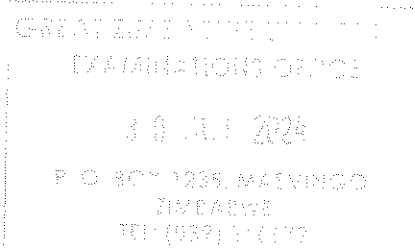
**DURATION**

**3 HOURS**

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**INSTRUCTIONS TO CANDIDATES**

1. Answer all questions in Section A and any two questions in Section B
2. Start each question on a fresh page
3. All questions carry equal marks



## **SECTION A: COMPULSORY**

### **QUESTION 1**

- a) Explain in detail how organisations may use the VRINE framework to assess the suitability and competitive power of resources and capabilities (20 marks)
- b) Examine the risks associated with strategic management. (20 marks)

## **SECTION B: ANSWER ANY TWO QUESTIONS FROM THIS SECTION**

### **QUESTION 2**

Using examples, show how local companies can achieve competitive advantage through cost-leadership strategy. (30 marks)

### **QUESTION 3**

One of the longstanding models by which managers determine investment and or disinvestment is the Boston Consulting Group (BCG) matrix. Assess the major advantages and potential problems associated with the BCG matrix. (30 marks)

### **QUESTION 4**

Discuss retrenchment and divesture as key defensive strategic options. (30 marks)

### **QUESTION 5**

Demonstrate how managers can use the Balanced Scorecard as a strategy control tool. (30 marks)

**END OF EXAM**