



**STAMFORD COLLEGE**

**SCHOOL OF HUMAN RESOURCE MANAGEMENT  
DIPLOMA IN HUMAN RESOURCE MANAGEMENT  
SEMESTER 6**

**DHRM 727 : STRATEGIC MANAGEMENT**

**Date: 06 September 2007 (Thursday)**

**Time: 9.30 am –12.30 pm**

**Duration: 3 hours**

**Instructions to Candidates**

Answer **FOUR (4)** out of **SIX (6)** questions.

Please ensure that this examination paper contains **SIX (6)** questions on **TWO (2)** printed pages before you start the examination.

Books, papers and other written materials are not allowed to be brought into the examination hall. A candidate who violates the examination rules of Stamford College or commits a malpractice will be disqualified from the examination.

Candidates may use calculators provided the calculators give no printout, have no work display facilities, are silent and cordless.

Write your Examination Index Number on each page of your answer booklet.

Answer any FOUR out of SIX questions.

### Question 1

- a. Strategic management can be used to determine mission, values, goals, objectives, roles and responsibilities, timeline and, etc.

Based on the statement above define strategic management using the *Strategic Planning Process Model*.

(15 marks)

- b. Define the following terms which affects business environment with examples:
- i. External Environment, (5 marks)
  - ii. Internal Environment. (5 marks)

**(Total = 25 marks)**

### Question 2

- a. SWOT analysis is categorized into two elements of environments. Explain with appropriate examples. (8 marks)
- b. Illustrate the implementation of SWOT Analysis by the Human Resource Department in your organization (17 marks)

**(Total = 25 marks)**

### Question 3

A value chain is a string of companies or collaborating players who work together to satisfy market demands for specific products or services.

Based on the above statement provide an example of value chain pork industry by using Michael Porter's Model of Value-Chain.

(25 marks)

**(Total = 25 marks)**

### Question 4

- a. Michael Porter identified two basic types of *competitive advantage*. Explain. (10 marks)
- b. A Resource-based view emphasizes that a firm utilizes its resources and capabilities to create competitive advantage that ultimately results in superior value creation.

Briefly explain the statement above based on A *Model of Competitive Advantage*.

(15 marks)

**(Total = 25 marks)**

**Question 5**

- a. Define strategic management. (5 marks)
- b. Strategy can be formulated into three different levels. Explain. (8 marks)
- c. Explain why a strategic plan fails. (12 marks)

**(Total = 25 marks)**

**Question 6**

TOWS Matrix is an important matching tool that helps managers develop four types of strategies.

- a. Based on the above statement provide the *fours strategies* used in this matrix. (8 marks)
- b. TOWS Matrix is composed of nine cells, which consist of 4 factor, cells, 4 strategy cells and 1 cell that is always left blank.

Based on the statement above develop the TOWS Matrix table and provide the key factors and strategies mentioned above based on your own industry or organization.

(17 marks)

**(Total = 25 marks)**

**-END OF PAPER-**