

CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS

**EXAMINATION FOR THE AWARD OF
DIPLOMA IN PROJECT PLANNING AND MANAGEMENT**

PPMA 0223: STRATEGIC PROJECT MANAGEMENT

STREAMS: DIP (PPMA)

TIME: 2 HOURS

DAY/DATE: TUESDAY 03/12/2019

11.30 AM – 1.30 PM

INSTRUCTIONS:

Answer Question One and Two more

Question One (30 Marks)

- (a) Define the following terms as used in strategic project management.
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|-------------------------|-----------|
| (i) Tactics | [2 marks] |
| (ii) Strategy | [2 marks] |
| (iii) SWOT analysis | [2 marks] |
| (iv) Strategic alliance | [2 marks] |
- (b) Using relevant examples describe the two major classifications of resources under the resource-based view theory. [6 marks]
- (c) Outline six characteristics of a good vision statement. [6 marks]
- (d) Explain five advantages of strategic alliance. [10 marks]

Question Two (20 Marks)

- (a) Describe Henry Mintzberg 5Ps of strategy. [10 marks]
- (b) Set out and explain the strategic management process. [10 marks]

Question Three (20 Marks)

- (a) Outline six benefits of environment analysis. [6 marks]

- (b) Describe the seven internal aspects that need to be aligned for an organization to be successful as outlined in the McKinsey's 7-S framework. [14 marks]

Question Four (20 Marks)

- (a) Claris is an upcoming entrepreneur and would like to open a French-fried potatoes outlet near Chuka University. Advise her on the strategic challenges she would face using Michael Porters' competitive model. [10 marks]
- (b) Describe various types of strategic alliances. [10 marks]

Question Five (20 Marks)

- (a) Outline common problems that an organization is likely to face while implementing strategies. [4 marks]
- (b) Resources based view revolves around the idea of looking at a company in terms of the resources that are deployed. Based on this statement, explain the criteria that a resource must fulfill in order to provide competitive advantage and sustainable performance. [8 marks]
- (c) Describe various modes of strategic management. [8 marks]
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