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KIBABII UNIVERSITY



UNIVERSITY EXAMINATIONS

2021/2022 ACADEMIC YEAR FOURTH YEAR SECOND SEMESTER MAIN EXAMINATION

FOR THE DEGREE OF BACHELOR OF COMMERCE

COURSE CODE: BCO 422

COURSE TITLE: STRATEGIC MANAGEMENT

DATE: 24/05/2022 TIME: 9.00AM – 11.00AM

INSTRUCTION TO CANDIDATES

- 1) The paper contains **FIVE** questions
- 2) Attempt **THREE** questions
- 3) Question **ONE** is Compulsory

TIME: 2 Hours

KIBU observes ZERO tolerance to examination cheating

- c) Explain any three levels of strategies that an organization can develop & use. (6 marks)

QUESTION THREE

- a) As a Manager, explain how the Ansoff's Model may be adopted to realize an increase in sales in sales performance in the organization. (12 marks)
- b) Does a firm need to diversify across different businesses in order to benefit from economies of scope ? (8 marks)

QUESTION FOUR

- a). How can a firm protect itself and grow in an industry characterized by low barriers to entry ? (10 marks)
- b) Elegant Hotel has a number of strategic Business Units (SBU). After conducting an analysis, advise the Management on the use of the Boston Consulting Group portfolio to remain competitive in the Market. (10 marks)

QUESTION FIVE

- a) Strategic decisions cover the scope of a business in the long run and should never be designed in haste. Using supportive examples, describe any five salient features of strategic decisions. (12 marks)
- b)How can firms implement an integrated approach to cost leadership and differentiation ? (8 marks)