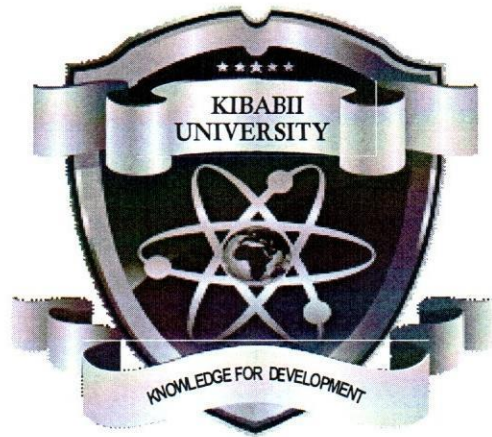


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KIBABII UNIVERSITY



UNIVERSITY EXAMINATIONS

SPECIAL/SUPPLEMENTARY EXAMINATION

2020/2021 ACADEMIC YEAR

FOURTH YEAR SECOND SEMESTER

FOR THE DEGREE OF BACHELOR OF COMMERCE

COURSE CODE: BCB 421

COURSE TITLE: STRATEGIC MANAGEMENT

DATE: 18/01/2022

TIME: ~~11.00AM - 1.00AM~~ 8.00AM - 10.00AM

INSTRUCTIONS TO CANDIDATES

Answer Question ONE (compulsory) and ANY OTHER TWO questions

QUESTION ONE

- a) Firms operate in complex and diverse environments where managers must understand what their firms must deal with. With Kenyan examples, explain how Porters five forces model (industry) analysis differs from Value Chain analysis (10 Marks)
- b) As a strategist advice the governor in your county the different strategic implementation models and approaches that would best enhance the governing of his county (10 Marks)
- c) In the strategic management process, key tasks are important. One such task is the evaluation of appropriate grand strategies that a firm may adopt. With examples, explain the key strategies available for a firm's adoption and when they are appropriate (10 Marks)

QUESTION TWO

- a) Control is an essential element of strategic management. Outline the components of post-action control (6 Marks)
- b) A company mission statement is essential for its outlook and orientation. Explain this statement in light of mission's purpose (6 Marks)
- c) Firms' growth and directions are directed through long-term and short-term objectives. Explain the relationship between long-term and short term objectives and the qualities of each (8 Marks)

QUESTION THREE

- a) Briefly discuss the role of organization culture in strategy implementation (6 Marks)
- b) As a company strategist, discuss how you would carry out an internal analysis of a company (Situational analysis) (6 Marks)
- c) Strategic planning and implementations are essential for the survival, growth and profitability of organizations. Discuss the factors that are important for organizations' strategy implementation (8 Marks)

QUESTION FOUR

- a) As the chief Executive officer (CEO) of a manufacturing firm, you are required to brief the board of directors on the various growth strategies the company has for growth. Using

a product-market growth strategy, discuss the FOUR options the company has for growth (8 Marks)

- b) Kenya's vision 2030 is a development programme set to move Kenya to a middle income nation. Outline the pillars to guide Kenya's growth and the sectors under each pillar (6 Marks)
- c) Why are budgets essential to operations control in Strategic Management (6 Marks)

QUESTION FIVE

- a) Describe the indicators the balanced score card tool uses to measure progress? Give examples of these indicators using a specific industry (8 Marks)
- b) How do functional tactics differ from corporate and business strategies (6 Marks)
- c) Strategic management is a relatively new management discipline in business management. Why has strategic management become so important to today's corporations? (6 Marks)