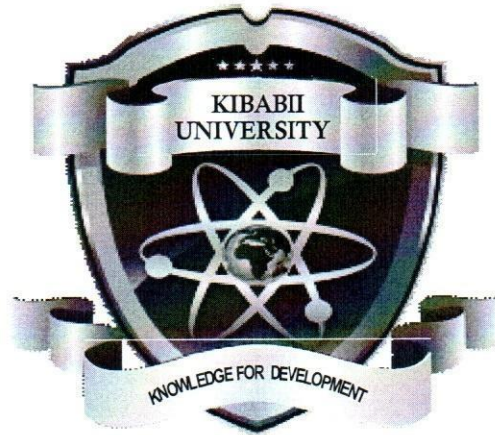


182

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: 31/08/2022

TIME: 9.00 – 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

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 (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) As a strategist advice the governor in your county the different strategic implementation models and approaches that would best enhance the governing of his or her county (8 Marks)
- d) 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, describe the grand strategies a firm seeking to reduce its level of activities may adopt in a competitive industry (8 Marks)

QUESTION TWO

- a) Control is an essential element of strategic management. Outline the components of post-action control (6 Marks)
- b) Discuss the key strategic questions in relation to strategic management process (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) Describe the indicators the balanced score card tool uses to measure progress? Give examples of these indicators using a specific industry (8 Marks)
- b) Discuss the categories of stakeholders in the stakeholders theory in strategic management (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)

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) Why are budgets essential to operations control in Strategic Management (6 Marks)
- c) From strategic point of view, discuss why over 70% of mobile phone users are stuck with Safaricom despite being the most expensive network e.g charges Ksh 4 per minute while other networks are charging as low as Ksh 1 per minute or even less (6 Marks)

QUESTION FIVE

- a) Briefly discuss the role of organization culture in strategy implementation (6 Marks)
- b) As a company strategist, discuss how you would carry out situational analysis of a learning institution organization like Kibabii University (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)