



**JARAMOGI OGINGA ODINGA UNIVERSITY OF SCIENCE AND TECHNOLOGY
SCHOOL OF BUSINESS**

**UNIVERSITY EXAMINATION FOR THE DEGREE OF BACHELOR OF BUSINESS
ADMINISTRATION**

4TH YEAR 1ST SEMESTER 2015/2016 ACADEMIC YEAR

KISII CAMPUS

COURSE CODE: ABA 405

COURSE TITLE: STRATEGIC MANAGEMENT

EXAM VENUE: LR 17

STREAM: BBA

DATE: 19/12/16

EXAM SESSION: 2.00 – 4.00 PM

TIME: 2.00 HOURS

Instructions:

- 1. Answer all questions in section A and any other 2 questions in Section B.**
- 2. Candidates are advised not to write on the question paper**
- 3. Candidates must hand in their answer booklets to the invigilator while in the examination room**

SECTION A Answer all questions in this section (30 marks)

- i) Explain the following terms:(10marks)
 - a) Strategy
 - b) Strategic management
 - c) Environmental scanning
 - d) Strategic control
 - e) Strategy implementation
- (ii) a) What is strategic analysis? (3 marks)
- (b) Competition within an industry can be assessed with **SWOT** analysis. With specific examples in each case, explain the meaning of the acronym **SWOT** with reference to competition within an industry/ firm. (12 marks)
- (iii) Discuss the role of leadership in strategy implementation. (5 marks)

SECTION B Answer any two Questions (40 Marks)

Question 2

- I. Environmental factors are both **an ally** and **an obstacle** to strategy formulation and implementation. Using the PESTEL framework, explain whether you agree or disagree with this statement. (14 marks)
- II. How can value chain be used by firms to improve their competitive position in the market?(6 marks)

Question 3

- I. Distinguish between corporate and functional strategy and give arguments for and against vertical and horizontal integration strategies using a firm within the communication industry in Kenya. (14 marks)
- II. If a strategy is well formulated, it will automatically be well implemented. Discuss. (6 marks)

Question 4

- i) Discuss the importance and contents of a good mission statement. (10 marks)
- ii) Describe the strategic issues that non-profit making ventures face in their operation. (10 marks)

Question 5

- (i)Discuss the importance of strategic controls to organizations and describe its components. (10 marks)
- (ii)There has been a growing popularity of strategic management in Kenyan organizations today more than any other time before. Describe the reasons for the growing popularity in strategic management. (10 marks)