



JARAMOGI OGINGA ODINGA UNIVERSITY OF SCIENCE AND TECHNOLOGY
SCHOOL OF BUSINESS & ECONOMICS
UNIVERSITY EXAMINATION FOR THE DEGREE OF BACHELOR OF BUSINESS
ADMINISTRATION WITH IT
4TH YEAR 1ST SEMESTER 2016/2017 ACADEMIC YEAR
MAIN CAMPUS -REGULAR

COURSE CODE: ABA 405

COURSE TITLE: STRATEGIC MANAGEMENT

EXAM VENUE:

STREAM: (BBA-FINANCE)

DATE:

EXAM SESSION:

TIME: 2 HOURS

INSTRUCTIONS:

- 1. Answer Question ONE (COMPULSORY) and ANY other 2 questions**
- 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.**

QUESTION ONE (30 MARKS)

- a) Discuss various steps in strategic management process that you would use as an expert in strategic management to revive a loss making company to return to profitability **(12mks)**
- b) Describe six conditions under which companies adopt expansion strategy **(6 marks)**
- a) Discuss the role of leadership, structure and culture in strategy implementation**(12marks)**

QUESTION TWO (20 MARKS)

- a) Uchumi supermarket has faced a myriad of challenges ranging from job cuts, employee strikes, court cases and financial problems. As a newly appointed CEO of Uchumi supermarket discuss various strategies that you will employ to rebrand uchumi supermarket **(20 marks)**

QUESTION THREE (20 MARKS)

- a) Competitive advantage is critical in organizational success. Using practical examples discuss Michael Porters five forces model of competitive advantage **(15 marks)**
- b) Describe five characteristics of a good stability strategy **(5 marks)**

QUESTION FOUR (20 MARKS)

- a) Elaborate how you would apply Resource Based View theory (RBV) in strategic management process **(10 marks)**
- c) Write short notes on the following
 - i) vision **(2marks)**
 - ii) mission statement **(2marks)**
 - iii) grand strategy **(2marks)**
 - iv) competitive advantage **(2marks)**
 - v) SWOT analysis **(2marks)**

QUESTION FIVE

- a) Discuss the role of organizational structure, power and organizational culture in strategy implementation. **(10 mks)**
- b) Explain models for 'strategic control'. **(10 marks)**