



**JARAMOGI OGINGA ODINGA UNIVERSITY OF SCIENCE & TECHNOLOGY
SCHOOL OF BUSINESS AND ECONOMICS
MAIN CAMPUS**

UNIVERSITY EXAMINATION 2014

**4TH YEAR 1ST SEMESTER EXAMINATION FOR THE DEGREE OF BACHELOR OF
BUSINESS ADMINISTRATION WITH IT**

COURSE CODE: ABA 405

TITLE: STRATEGIC MANAGEMENT

DATE: AUGUST, 2014

DURATION: 2 HOURS

INSTRUCTIONS:

1. This paper contains FIVE (5) questions
2. Answer question **ONE** and any other **TWO** questions
3. Write all answers in the booklet provided

QUESTION ONE

Kenya Commercial Bank is faced with competitive challenges and management wishes to redefine the company's strategic direction in order to remain sustainably competitive. As a strategy scholar, you have been approached to advice the company management on the rationale for understanding the environment in which it operates before instituting any strategic move. Within this context:

- a) Prepare an environmental analysis report using a suitable framework to be presented to the management of Kenya Commercial Bank and highlight pertinent

environmental implications on the basis of which appropriate strategic behavior will be instituted by the company (12 marks)

- b) Give four components of an effective vision statement (4 marks)
- c) Give any four analytical methods used in strategic analysis (4 marks)
- d) Identify key factors that a manager must take into account during strategic implementation (10 marks)

(30 marks)

QUESTION TWO

- a) Describe the strategic management process (12 marks)
- b) Describe the various components of value chain analysis (8 marks)

(20 marks)

QUESTION THREE

- a) Explain the main difference between strategic formulation and strategic implementation (8 marks)
- b) Explain the different levels at which strategy exist in business organizations (12 marks)

(20 marks)

QUESTION FOUR

- a) Explain the concept of strategy (5 marks)
- b) Discuss Michael Porter framework used in the analysis the structure and dynamic of an industry's environment (15 marks)

(20 marks)

QUESTION FIVE

- a) Discuss the role of strategic leadership in strategy implementation (14 marks)
- b) Describe the process involved in strategic evaluation (6 marks)

(20 marks)