



JARAMOGI OGINGA ODINGA UNIVERSITY OF SCIENCE AND TECHNOLOGY

SCHOOL OF BUSINESS AND ECONOMICS

UNIVERSITY EXAMINATIONS FOR THE BACHELOR OF

BUSINESS ADMINISTRATION WITH IT

4TH YEAR 1ST SEMESTER 2022/2023 ACADEMIC YEAR

MAIN CAMPUS

COURSE CODE: BAB 1409

COURSE TITLE: STRATEGIC MANAGEMENT

EXAM VENUE:

DATE: 08/12/2022

SESSION: 15.00-17.00PM

TIME: 2 HOURS

INSTRUCTIONS:

1. Answer question ONE and any other TWO questions
2. Candidates are advised not 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)

- (i) An organization's environment includes factors that it can readily affect as well as factors that largely lay beyond its influence. Discuss in the context of PESTEL framework. (5mks)
- (ii) The essence of strategy is to build competitive advantage faster than competitors can imitate. Based on Porters generic strategic options, explain the main basis of competitive advantage at the business level. (5mks)
- (iii) Effective strategy implementation ensures realization of the intended benefits. Elaborate on key components that support effective execution of strategies. (5mks)
- (iv) Effectiveness of a given strategy is assessed through strategic evaluation. Discuss Internal factors affecting strategy evaluation and selection. (5mks)
- (v) Good ethics is good business. Bad ethics can derail even the best strategic plans. How can an organization uphold good ethics while maintaining its competitiveness? (5mks)
- (vi) Elaborate on the emerging issues and trends in strategic planning (5mks)

QUESTION TWO (20 MARKS)

- (i) Growth objectives can range from drastic retrenchment through aggressive growth. Elaborate. (10mks)
- (ii) Analyze five factors which might cause intense competitive rivalry among firms in an industry. (5mks)
- (iii) Discuss main components that constitute an organization's mission statement. (5mks)

QUESTION THREE (20 MARKS)

- (i) With reference to Michael Porter's Model of competitive forces, evaluate five barriers to market entry. (5mks)
- (ii) Suppliers form part of a firm's external environment. Evaluate six ways in which supplier power increases in an industry. (6mks)
- (iii) Discuss Qualities of an effective (strategic) control system. (9mks)

QUESTION FOUR (20 MARKS)

- (i) Discuss some of the troublesome strategies to avoid or use with caution while choosing the best strategy alternatives. (8mks)
- (ii) A firm must initiate creative strategic offensives to beat competition. With reference to that statement, highlight six ways of mounting strategic offensives. (6mks)
- (iii) Value Chain is used as an internal assessment tool to help a firm determine where it might be able to achieve a competitive advantage. Elaborate on key activities where value is leveraged. (6mks)

QUESTION FIVE (20 MARKS)

- (i) How is VRIO framework part of the Resource-Based View (RBV) managerial framework? (6mks)
- (ii) Resources and Capabilities are the key basic building blocks that organizations use to create internal strategies. Discuss intellectual property as a strategic resource. (6mks)
- (iii) Explain five barriers that could hinder successful strategy implementation. (8mks)