

CHUKA



UNIVERSITY

**UNIVERSITY EXAMINATIONS**

**EXAMINATION FOR THE AWARD OF DEGREE OF BACHELOR OF COMMERCE**

**BCOM 403: STRATEGIC MANAGEMENT**

**STREAMS: Y4S1**

**TIME: 2 HOURS**

**DAY/DATE: TUESDAY 23/03/2021**

**8.30 A.M – 10.30 A.M**

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**INSTRUCTIONS:**

**Answer question one and any other two questions**

**QUESTION ONE (case study)**

**Read the below case study and answer the questions that follow**

**Why Execution is more important than strategy**

Pick one: Sound business strategy or perfect execution? For some leaders, this may be an easy choice, but for others, its not so black and white. Itys a difficult debate to resolve because, like most choices, a final decision can be analyzed through a multitude of perspective and has the potential to bring about just as many outcomes.

You could argue for both since great strategy is wasted on failed execution just as much as excellent execution cant revive a strategy that is dead in the water. However the truth is that focusing on dividing your time equally between strategy and execution is not only ineffective but a time suck. So, which is it going to be?

Most leaders choose strategy because of the feeling that execution is intrinsically more challenging. Even if you brainstorm a brilliant strategy, it will, be wasted if its never fully realized. A sound strategy should be transformed and enhanced during the implementation process, so if its perfect, its only because it was shaped by execution. Unsuccessful implementation is often the result of planning for planning's sake rather than planning with execution in mind. If you believe you already have a perfect strategy, you will never see the need to go back and revise it once you start working towards your larger goals. Prioritizing execution

requires you think of your business strategy a living, evolving entity, meaning you will routinely revise it, re-analyze and make updates based on how things are going in real time. In other words, you will be able to course correct more frequently and with better results.

**Questions :**

- (a) The author quotes “ most leaders choose strategy because of the feeling that execution is intrinsically more challenging”. Respond to this statement by highlighting the challenges that managers face in implementation of strategy. [10 marks]
- (b) Explain how a sound strategy should be transformed and enhanced during the implementation process. [10 marks]
- (c) “Prioritizing execution requires you think of your business strategy a living, evolving entity” Explain the importance of strategy evaluation and control. [10 marks]

**QUESTION TWO**

- (a) Assume you have been assigned a responsibility of analyzing your competitors in the operating environment. Discuss any five sources of barriers to entry presented in the Michael Porter’s model of competitor analysis. [10 marks]
- (b) Discuss five benefits which can be derived from a strategic management approach to managing organizations. [10 marks]

**QUESTION THREE**

- (a) Growth strategies are critical to all corporate entities, as they enable an organization to move from one level to another. Assume you are a senior manager in charge of marketing and strategy in company XYZ ltd, and one of your objectives is to increase your company’s market share. Explain any five growth strategies you would recommend for consideration during strategy formulation. [10 marks]
- (b) Using appropriate illustrations, discuss the three levels of strategic planning in an organization. [10 marks]

**QUESTION FOUR**

- (a) A firm’s ultimate ability to achieve competitive advantages is inextricably tied to its mission. Discuss five requirements of a progressive mission in the achievement of the organization’s vision. [10 marks]

- (b) Over the last one decade, many organizations both in the private and public sector in Kenya are undergoing through major strategic restructuring and re-organization. Explain five reasons for the this phenomenon. [10 marks]
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