

CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS

EXAMINATION FOR THE AWARD OF DEGREE OF BACHELOR OF COMMERCE

BCOM 403: STRATEGIC MANAGEMENT

STREAMS: BCOM (ODEL)

TIME: 2 HOURS

DAY/DATE: WEDNESDAY 21/07/2021

8.30 A.M. – 10.30 A.M.

INSTRUCTIONS:

- **Answer question ONE and any other THREE questions.**

QUESTION ONE

You have currently been appointed as the strategic planning manager of Embu County Government. The county has been going through a vigorous restructuring program including drawing a 5 year strategic plan that the management board believes will spearhead the county in the achievement of its goals. Discuss the below issues to be presented to the management board:

- (a) The benefits of the 5 year strategic plan to the county. (10 marks)
- (b) The strategic role of the corporate level management of the county. (10 marks)
- (c) The internal organizational challenges facing the county in the implementation of its plans. (10 marks)

QUESTION TWO

- (a) Explain the importance of conducting monitoring and control of strategy implementation. (10 marks)
- (b) Discuss the functional approach to conducting internal analysis in an organization. (10 marks)

QUESTION THREE

- (a) Using appropriate illustrations, discuss the three levels of strategy in an organization. (10 marks)

- (b) Many organizations both in the private and public sector in Kenya are undergoing through major strategic restructuring and re-organization. Explain five reasons for this phenomenon. (10 marks)

QUESTION FOUR

- (a) Discuss the significance of carrying out Business Portfolio Analysis to an organization in the service sector. (10 marks)
- (b) Delicate and sensitive issues are involved in strategy implementation. One such issue is internalization of strategy. Discuss five organizational institutions upon which a strategy must be built to ensure successful implementation of strategy. (10 marks)
-