

UNIVERSITY EXAMINATION

CHUKA



UNIVERSITY

RESIT/SPECIAL EXAMINATIONS

EXAMINATION FOR THE AWARD OF DEGREE OF BACHELOR OF COMMERCE

BCOM 403: STRATEGIC MANAGEMENT

STREAMS:

TIME: 2 HOURS

DAY/DATE: WEDNESDAY 05/05/2021

8.30 A.M – 10.30 A.M

INSTRUCTIONS:

Answer Question One and any other Three Questions.

Question One

- a) Explain the benefits of strategic planning to an organization. (10marks)
- b) Discuss the characteristics and role of the corporate level management to an organization. (10marks)
- c) Explain the internal environment challenges facing firms in the service industry in Kenya Kenya. (10marks)

Question Two

- a) Giving appropriate examples, explain how vision and mission give direction to a firm's strategy formulation process. (10marks)
- b) Studies indicate that most strategies formulated are never successfully implemented. Poor strategy implementation has been partially linked to poor strategy formulation. In view of this statement, explain how strategy formulation process influence strategy implementation. (10marks)

Question Three

- a) Explain the reasons for carrying out corporate strategic analysis by a firm. (10marks)
- b) Explain how a firm in the hotel industry can apply the Boston Consulting Group (BCG) matrix in deriving its strategy options. (10marks)

Question Four

- a) Illustrate key strategic controls, explaining how a firm in the hotel sector can implement them. (10marks)
 - b) Strategy implementation is regarded as one of the critical components in the realization of the goals and objectives of a firm. Discuss the key elements important in operationalization of strategic decisions. (10marks)
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