

CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS

FOURTH YEAR EXAMINATION FOR THE AWARD OF DEGREE OF BACHELOR OF COMMERCE / BACHELOR OF COOPERATIVE MANAGEMENT / BACHELOR OF SCIENCE IN AGRICULTURAL ECONOMICS / BACHELOR OF SCIENCE IN AGRIBUSINESS MANAGEMENT / BACHELOR OF PROCUREMENT & LOGISTICS MANAGEMENT

BCOM 403: STRATEGIC MANAGEMENT

STREAMS:

TIME: 2 HOURS

DAY/DATE : TUESDAY 28 /09/ 2021

2.30 PM – 4.30 PM

INSTRUCTIONS TO CANDIDATES:

- Answer Question One and any other Two Questions.
- Marks will be awarded for clarity and originality of ideas
- DO NOT WRITE ANYTHING on the question paper

QUESTIONS.

QUESTION ONE

You have been recently hired as an executive assistant to the CEO of a NGO that seeks to alleviate the effects of poverty among informal settlement dwellers. In your discussions with the CEO you discover that the NGO does not embrace strategic management because the senior managers believe that it is for profit motivated businesses only. Having gone through the strategic management course, you believe that the NGO can benefit from strategic management.

- a) Demonstrate, using five well illustrated reasons, how the NGO would benefit from strategic management. [10 Marks]

- b) Explain to your CEO, any five factors that would influence the choice of strategies for the NGO. [10 Marks]
- c) Discuss the features of strategic decisions that necessitate the attention of the CEO and the other senior managers. [10 Marks]

QUESTION TWO

- a) The value chain analysis is a useful tool in understanding the strengths and weaknesses of organizations. Set out how you would conduct an internal analysis using this tool. [10 Marks]
- b) Not all level of management are involved in crafting strategies but all of them must be aligned to chosen strategies if they are to succeed. Explain the levels of management involved in strategy formulation and set out four reasons why policies help in implementing strategies. [10 Marks]

QUESTION THREE

- a) Ansoff developed the concept of environmental turbulence to describe different environments that organizations operate in. With reference to the concept of environmental turbulence, explain why it is important for an organization to adhere to the strategic success hypothesis. [10 Marks]
- b) Discuss five qualities that you would adhere to in setting strategic objectives clearly demonstrating how you would incorporate them in your organization's objectives. [10 Marks]

QUESTION FOUR

- a) Porter's five forces model can be used to understand the nature of competition in an industry. Picking on a Kenyan industry of your choice, explain the nature of competition in that industry with reference to the Porter's five forces model stating the strength of each force in that industry. [15 Marks]
- b) Why is a mission statement important to an organization? [5 Marks]

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