

CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS

SUPPLEMENTARY / SPECIAL

EXAMINATION FOR THE AWARD OF BACHELOR OF COMMERCE/
ENTREPRENEURSHIP & ENTERPRISE MANAGEMENT/AGBM

BCOM 403/402: STRATEGIC MANAGEMENT

STREAMS: BCOM (Y3S1)

TIME: 2 HOURS

DAY/DATE: TUESDAY 10/8/2021
P.M.

2.30 P.M. – 4.30

Instructions

- Answer questions 1 (one) and any other two questions
- Marks will be awarded for clarity and originality of ideas
- Do not write on the question paper

QUESTION ONE

- a) What is strategic management and in which four ways can an organization benefit from strategic management? (10 marks)
- b) Discuss any five characteristics of good strategic objectives and how you would ensure that you have adhered to these characteristics in setting strategic objectives. (10 marks)
- c) What are the levels of management involved in strategy and how do policies assist managers in implementing strategies? (10 marks)

QUESTION TWO

- a) State and explain Ansoff's strategic success hypothesis and highlight the levels of turbulence as set out by Ansoff. (10marks)
- b) It is common for organizations to choose strategies to implement based on behavioural considerations rather than objectively set out criteria. Discuss any five behavioural considerations that organizations consider in choosing the best strategy. (10 marks)

QUESTION THREE

- a) Buyer power is one of the five forces that affect industry competition. Picking on any industry of your choice illustrate the nature of buyer power in that industry showing the factors that affect the buyer power in that industry. (10 marks)
- b) Distinguish between strategic and operational decisions (10 marks)

QUESTION FOUR

- a) Porter's generic strategies are fundamental to all organizations regardless of the industry. Explain these generic strategies. (10 marks)
 - b) Why are strategic controls seen as steering controls and what strategic controls can businesses use to control their strategies? (10 marks)
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