

CHUKA



UNIVERSITY

**UNIVERSITY SUPPLEMENTARY/SPECIAL EXAMINATIONS.**

**FIRST YEAR EXAMINATION FOR THE AWARD OF DEGREE OF BACHELOR OF SCIENCE IN AGRICULTURAL EDUCATION.**

**BCOM 402/403: STRATEGIC MANAGEMENT**

**STREAMS:**

**TIME: 2 HOURS**

**DAY/DATE: WEDNESDAY 12/09/2018**

**2.30 P.M -4.30 P.M**

**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**

**QUESTIONS**

1.
  - a) Define strategic management and explain to the benefits of applying strategic management. [10 Marks]
  - b) Explain any five characteristics of good strategic objectives indicating how managers can ensure them [10 Marks]
  - c) Igor Ansoff developed the concept of environmental turbulence to explain the changeability and predictability of the environment. Discuss the levels of turbulence as described by Ansoff. [10 Marks]
2.
  - a) Distinguish between the strategic fit and strategic stretch approaches in strategic management and explain the levels of strategy in organizations [10 Marks]
  - b) In strategic analysis, managers must decide how they will succeed in the market place. Michael Porter has suggested the generic strategies model to help managers in this decision. Explain the generic strategies model. [10 Marks]
3.
  - a) Explain the functional approach to internal analysis highlighting when the approach is most suitable. [10 Marks]

b) Although unwritten policies in strategy operationalization help to safeguard organization secrets, written policies are usually preferable since they offer certain advantages. Explain the advantages associated with written policies. [10Marks]

4.

a) Porter's five force model is the most appropriate framework for understanding industry competition in open economies. Explain this model. [10 Marks]

b) Briefly explain strategic control and show the types of controls that managers use in controlling strategies [10Marks]

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