

CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS

RESIT/SPECIAL EXAMINATION

EXAMINATION FOR THE AWARD OF DEGREE OF BACHELOR OF COMMERCE

BCOM 403: STRATEGIC MANAGEMENT

STREAMS: BCOM/AGBM/BTHM/BCOP/BPLM

TIME: 2 HOURS

DAY/DATE: MONDAY 01/02/2021

11.30 A.M – 1.30 P.M.

INSTRUCTIONS

- Answer Question One and any other Three Questions.

Question One

You have currently been appointed as the strategic planning manager of ABC Hotel. The hotel has been going through a vigorous restructuring program including drawing a 5 year strategic plan that the management believes will spearhead the hotel 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 hotel. (10 marks)
- b) The strategic role of the corporate level management of the hotel. (10 marks)
- c) The environmental challenges facing firms in the hotel industry in Kenya. (10 marks)

Question Two

- a) Giving appropriate examples, explain how vision and mission give direction to a firm's strategy formulation process. (10 marks)
- 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. (10 marks)

Question Three

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

Question Four

- a) Illustrate key strategic controls, explaining how a firm in the hotel sector can implement them. (10 marks)
 - 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. (10 marks)
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