



## GARISSA UNIVERSITY

### UNIVERSITY EXAMINATION **2017/2018** ACADEMIC YEAR **FOUR** **SECOND SEMESTER EXAMINATION**

SCHOOL OF BUSINESS AND ECONOMICS

FOR THE DEGREE OF BACHELOR OF BUSINESS MANAGEMENT

COURSE CODE: BBM 462

COURSE TITLE: STRATEGIC MANAGEMENT

EXAMINATION DURATION: 3 HOURS

**DATE: 10/05/18**

**TIME: 09.00-12.00 PM**

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#### INSTRUCTION TO CANDIDATES

- The examination has **SIX (6)** questions
- Question **ONE (1)** is **COMPULSORY**
- Choose any other **THREE (3)** questions from the remaining **FIVE (5)** questions
- Use sketch diagrams to illustrate your answer whenever necessary
- Do not carry mobile phones or any other written materials in examination room
- Do not write on this paper

This paper consists of **TWO (2)** printed pages

*please turn over*



### QUESTION ONE (COMPULSORY)

- (a) Examine on the theories of strategic management [10 marks]
- (b) Analyze the Michael porters five forces of competitive industry [10 marks]
- (c) Evaluate the concept of BCG as a tool of analysis within an organization [5 marks]

### QUESTION TWO

- (a) Describe the internal environment that can affect an organizations strategic planning process [10 marks]
- (b) Outline the risks of innovation to small businesses [5 marks]

### QUESTION THREE

- (a) A vision articulates the position that an organization would like to attain in the distant future.  
Support the need for organizations to have a vision [4 marks]
- (b) Explain four basic types of strategic controls in an organization [8 marks]
- (c) Identify any three growth strategies that can be adopted by an organization [3 marks]

### QUESTION FOUR

- (a) Kenya has developed a blue print vision 2030 to transform Kenya into a middle income country by 2030. Discuss the challenges of actualizing this vision [10 marks]
- (b) Explain four types of stake holders who play a significant role in strategic management and influence task environment [5 marks]

### QUESTION FIVE

- (a) Discuss six common strategies used to beat competition in any organization [12 marks]
- (b) Highlight the three levels of strategies in an organization [3 marks]

### QUESTION SIX

- (a) Highlight the challenges faced by companies that join international business [5 marks]
- (b) Briefly explain the major steps of strategic management process [10 marks]

