PAN AFRICA CHRISTIAN UNIVERSITY

END OF SEMESTER EXAMINATION FOR THE DEGREE OF

BACHELOR OF BUSINESS LEADERSHIP

BACHELOR OF COMMERCE

JANUARY-APRIL 2017

CAMPUS: ROYSAMBU

DEPARTMENT: BUSINESS

COURSE CODE: BCM401|BUS3133

COURSE TITLE: Strategic Management

EXAM DATE: FRIDAY 7th APRIL 2017

TIME: 2.00PM – 5.00PM

INSTRUCTIONS

- This exam script has **TWO (2)** sections.
- Read all questions carefully before attempting.
- Answer all questions in Section **A** and any other four questions in Section **B.**
- Write your **student number** on the answer booklet provided.

SECTION A: COMPULSORY QUESTION {40 MARKS}

QUESTION 1

a) Explain the meaning of the following terms as used in strategic management.

i) Strategy **(2 Marks)**
ii) Environmental scanning **(2 Marks)**
iii) Core values **(2 Marks)**
iv) Competitive advantage **(2 Marks)**
v) Mission **(2 Marks)**

a) Discuss the significance of strategic management to managers. (**10 Marks)**

b) Describe FIVE types of strategies applied in the growth stage of an organization. (**10 Marks)**

c) Using FIVE examples, explain how the internet has presented an opportunity or a threat to a particular industry. (**10 Marks)**

SECTION B: ANSWER ANY FOUR QUESTIONS {15 MARKS EACH}.

QUESTION 2

a) Explain the strategic implications of Boston Consulting Group (BCG) matrix model. **(6 Marks)**

b) Illustrate the importance of the Value-Chain Analysis in analyzing a firm's competitive position. (**4 Marks**)

c) Citing examples, explain the FIVE primary activities in the Value Chain as described by Michael Porter. (**5 Marks**)

QUESTION 3

a) Explain any FIVE important reasons why organizations need a clear and empowering mission statement. **(10 Marks**)

b) Examine the various challenges strategic managers are likely to face in the formulation and implementation of strategy. **(5 Marks)**

QUESTION 4

a) In order for a strategy to succeed, objectives must be "**SMART".** Briefly explain**.** **(5 Marks)**

b) Using Porter's Five Forces model, explain how companies can analyze their industry structure to become market leaders. **(10 Marks)**

QUESTION 5

a) Explain any FIVE actions that need to be undertaken to effectively implement and execute strategy effectively. (**10 Marks)**

b) Describe FIVE components of the task environment. **(5 Marks)**

QUESTION 6

a) Explain FIVE components of emotional intelligence found in successful and effective leaders. (**10 Marks**)

b) Identify ONE successful Chief Executive Officers (CEOs) in the private sector in Kenya. Enumerate what in them causes you to admire their skills, attributes and effective use of power. (**5 Marks**)