



MASENO UNIVERSITY
UNIVERSITY EXAMINATIONS 2016/2017

**FOURTH YEAR FIRST SEMESTER EXAMINATIONS FOR THE
DEGREE OF BACHELOR OF BUSINESS ADMINISTRATION WITH
INFORMATION TECHNOLOGY**

CITY CAMPUS - EVENING

ABA 405: STRATEGIC MANAGEMENT

Date: 19th July, 2017

Time: 5.30 - 8.30 pm

INSTRUCTIONS:

- Answer question ONE and any other THREE questions.
- Question ONE carries 25 marks and the rest 15 marks each.



QUESTION 1

- a) Discuss the dimensions of strategic management decisions (10mks)
- b) Distinguish between corporate and functional level strategies (5mks)

- c) Distinguish between a mission statement and a vision statement for an organization explaining the benefits of each (10mks)

QUESTION 2

- a) Boston Box is a matrix used for corporate or business portfolio analysis. Explain how it is used (10mks)

- b) SWOT analysis a tool commonly used to analyze both internal and external environment of the firm. Describe it and explain how it is used (5mks)

QUESTION 3

- a) Explain the different types of diversification strategies (10mks)
- b) Discuss the areas in organizations around which executives commonly craft objectives (5mks)

QUESTION 4

- a) Michael Porter advanced three generic strategies that business units can adopt to compete effectively. Examine these strategies (10mks)
- b) Explain the circumstances that might drive a firm to engage in backward integration strategy (5mks)

QUESTION 5

- a) Discuss strategy implementation steps (10mks)

- b) Explain the benefits of strategic management to organizations (5mks)

DEPARTMENT OF BUSINESS ADMINISTRATION OFFERS THE FOLLOWING COURSES:

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QUESTION 6

- a) Explain Henry Mintzberg's argument about what the meaning of the word "Strategy" is. (10mks)
- b) PESTEL is an acronym for a useful tool in environmental analysis. Managers have continued to use it to scan the macro-environment in order for them to minimize risk. Explain this tool. (5mks)

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