



# UNIVERSITY OF EMBU

2017/2018 ACADEMIC YEAR

TRIMESTER EXAMINATIONS

FORTH YEAR TRIMESTER EXAMINATION FOR THE DEGREE OF

BACHELOR OF COMMERCE

DBA 401: STRATEGIC MANAGEMENT

**DATE: AUGUST 3, 2018**

**TIME: 11:00AM-1:00PM**

**INSTRUCTIONS:**

**Answer question ONE any other TWO questions**

**QUESTION ONE (30 MARKS)**

- a) Explain the following terms:
- i) Organization Capability (2 marks)
  - ii) Strategic objective (2 marks)
  - iii) Mission of an organization (2 marks)
  - iv) Environmental scanning (2 marks)
  - v) Competitive Advantage (2 marks)
- b) Explain the importance of internal analysis when preparing an organization strategic plan. (5 marks)
- c) Explain the main purpose and key issues in industry analysis (5 marks)
- d) With an aid of a diagram, explain how you can use Growth – Share Matrix in portfolio analysis (5 marks)
- e) Who implements strategy? Explain what must be done for implementation of strategy to be successful (5 marks)

**QUESTION TWO (20 MARKS)**

The environment is critical in strategy formulation and control. Discuss the major factors of the external and operating environment that are essential for monitoring by firms in different industries in Kenya. (20 marks)

**QUESTION THREE (20 MARKS)**

In relation to social responsibility bring out the arguments for and against this strategic move and the main areas in which firms should be socially responsible. (20 marks)

**QUESTION FOUR (20 MARKS)**

“Strategy is one of those words that we define in one way yet often use in another”

- a) In line with this statement explain the 5 Ps of strategy according to Mint berg and pick practical examples to support your arguments. (10 marks)
- b) Discuss the levels of strategy and clearly discuss the focus of strategy at each level. (10 marks)

**QUESTION FIVE (20 MARKS)**

- a) Explain how you would apply key success factors of an industry to gauge a firm’s competitive position within an industry cluster. (10 marks)
- b) Explain any five complexities that could confront a company doing business in international markets. (10 marks)

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