

**W1-2-60-1-6**

**JOMO KENYATTA UNIVERSITY OF AGRICULTURE AND TECHNOLOGY**

**University Examinations 2018/2019**

**SECOND YEAR FIRST SEMESTER EXAMINATION FOR THE DEGREE OF BACHELOR OF STRATEGIC MANAGEMENT**

**HESM 2204: GRAND STRATEGIES AND MODEL**

**DATE: DECEMBER, 2018 TIME: 2 HOURS**

INSTRUCTIONS: ANSWER QUESTIONS ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

**QUESTION ONE: 30 MARKS**

a. Define the term grand strategy. (4 marks)

b. By use of relevant examples, explain how you would use the following grand strategies:- (16 marks)

i. Concentrated growth strategy

ii. Market development strategy

iii. Divesture strategy

iv. Joint ventures

c. Expound on the characteristics of long term objectives. (10 marks)

**QUESTION TWO: 20 MARKS**

a. With the help of examples, explain the three levels into which organizational strategies are classified.

b. Using an appropriate illustration demonstrate the role of long term objectives in an organization.

**QUESTION THREE: 20 MARKS**

a. To achieve long-term prosperity, strategic planners commonly establish long-term objectives in seven areas. List and explain these areas.

(10 marks)

b. Grand strategy Matrix has emerged into a powerful tool in devising alternative strategies. Discuss the four basic elements of the matrix.

(10 marks)

**QUESTION FOUR: 20 MARKS**

a. The balances score card directs a company to link its own long term strategy with tangible goals. Discuss how managers can use the score card to evaluate the company from the four perspectives. (12 marks)

b. With the help of examples explain how an organization can use the generic strategies to best compete in the market place. (8 marks)

**QUESTION FIVE: 20 MARKS**

With the use of appropriate examples. Discuss the phases of a business model design process