



TECHNICAL UNIVERSITY OF MOMBASA
Faculty of Business and Social Studies

DEPARTMENT OF BUSINESS STUDIES

UNIVERSITY EXAMINATIONS FOR DEGREE IN
BACHELOR OF BUSINESS ADMINISTRATION
BACHELOR OF COMMERCE

BMG 4400: STRATEGIC MANAGEMENT

END OF SEMESTER EXAMINATIONS

SERIES: APRIL 2015

TIME: 2 HOURS

INSTRUCTIONS:

- Answer Question **ONE (Compulsory)** and any other **TWO** questions.
- Do not write on the question paper

This paper consists of Two printed pages

QUESTION 1 (Compulsory)

- a) Discuss the characteristics of strategic decisions. **(12 marks)**
- b) What are the various levels in an organization at which a strategy may exist? **(6 marks)**
- c) Discuss the role of a manager as the major strategist? **(12 marks)**

QUESTION 2

- a) Briefly highlight the responsibilities of the following committees in strategic management:
 - i) Compensation committee **(4 marks)**
 - ii) Finance Committee **(6 marks)**
- b) Argue against spending money by firms on corporate social responsibility, and show how such a policy can affect the company's performance. **(10 marks)**

QUESTION 3

- a) Assuming you are the Director of TUMEL (Technical University of Mombasa Enterprises Limited) and a Manager of a small business approaches you for advice in strategy formulating strategies in small business. What suggestions would you give. **(12 marks)**
- b) To engage in international management is to perform management activities across national boundaries. Discuss the benefits that accrues to a firm that has gone international? **(8 marks)**

QUESTION 4

- a) What are the various factors which affect the use of environmental analysis in strategy formulation? **(8 marks)**
- b) Discuss the determinants of a strategy? **(12 marks)**

QUESTION 5

- a) Discuss the importance of a clear mission to an organization. **(10 marks)**
- b) Using BCG matrix, you have realized that your organization is in question marks of the quadrant. Advice the management on the possible strategies. **(10 marks)**