



TECHNICAL UNIVERSITY OF MOMBASA
Faculty of Business & Social Studies

DEPARTMENT OF BUSINESS STUDIES

DIPLOMA IN TRANSPORT AND LOGISTIC MANAGEMENT

BLT 2209: STRATEGIC MANAGEMENT AND LEADERSHIP

END OF SEMESTER EXAMINATIONS

SERIES: APRIL 2015

TIME: 2 HOURS

INSTRUCTIONS:

- This paper consists of **FIVE** questions.
- 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) Explain the following terms as used in strategic management and leadership:
- i) Organization (2 marks)
 - ii) Demand (2 marks)
 - iii) Organisation value (2 marks)
 - iv) Strategy (2 marks)
 - v) Vision (2 marks)
- b) List and explain **FOUR** attributes of strategic management. (10 marks)
- c) Explain the steps in strategic management process. (10 marks)

QUESTION 2

- a) Explain **FIVE** reasons why strategic planning sometimes fail. (10 marks)
- b) i) What are 'policies'? (2 marks)
ii) Provide **FOUR** reasons why clear policies are important in an organization. (8 marks)

QUESTION 3

- a) Define culture and explain **FOUR** of its characteristics. (10 marks)
- b) What can management do to create an ethical culture? (10 marks)

QUESTION 4

- a) List and explain **THREE** styles of leadership. (10 marks)
- b) Explain **FIVE** most important activities of a good leader. (10 marks)

QUESTION 5

- a) Explain **FIVE** ways to create self-leaders in an organization. (10 marks)
- b) Environmental analysis is the first step in strategic management process. Describe what is included in macro environmental analysis of a business organization. (10 marks)