



TECHNICAL UNIVERSITY OF MOMBASA
Faculty of Business & Social Studies

DEPARTMENT OF BUSINESS STUDIES

DIPLOMA IN BUSINESS ADMINISTRATION

BMG 2214: STRATEGIC MANAGEMENT

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) Discuss the concept of 5p's in strategic management. **(10 marks)**
- b) Explain **SEVEN** turbulence factors in the 21st Century. **(14 marks)**
- c) Resistance is not confined to introduction of strategic planning. It occurs whenever there is a departure from historical behaviour, culture and power structure. Explain the **TWO** sources of resistance to change. **(6 marks)**

QUESTION 2

- a) State the various levels in an organization that a strategy may exist. **(8 marks)**
- b) Explain the concept of sustainable competitive advantage, clearly indicating how organizations may secure such advantage. **(12 marks)**

QUESTION 3

- a) Differentiate between strategic objectives and operational objectives. **(10 marks)**
- b) Using the case study of Mumias Sugar Company of Kenya identify the companies strength and weaknesses. **(10 marks)**

QUESTION 4

- a) Explain the following organizational structures:
 - i) Functional structure. **(4 marks)**
 - ii) Divisional structure. **(4 marks)**
 - iii) Matrix structure. **(4 marks)**
- b) List **EIGHT** qualities of a good strategic leader. **(8 marks)**

QUESTION 5

- a) State the importance of studying strategic management. **(8 marks)**
- b) Write short notes on the following terminologies:
 - i) Strategy **(3 marks)**
 - ii) Mission statement **(3 marks)**
 - iii) Corporate governance **(3 marks)**
 - iv) Vision **(3 marks)**