



**TECHNICAL UNIVERSITY OF MOMBASA**  
***Faculty of Business & Social Studies***

DEPARTMENT OF BUSINESS STUDIES

DIPLOMA IN BUSINESS ADMINISTRATION

**BMG 2214: STRATEGIC MANAGEMENT**

SPECIAL/SUPPLEMENTARY EXAMINATIONS

**SERIES: FEBRUARY 2015**

**TIME: 2 HOURS**

**INSTRUCTIONS:**

- This paper consists of **FIVE** questions.
- Answer question **ONE (Compulsory)** and any other **TWO** questions.

***This paper consists of Two printed pages.***

### **QUESTION 1 (Compulsory)**

- a) What are the various levels in an organization at which a strategy may exist? **(6 marks)**
- b) Discuss principal factors that constitute the changing environment of organizations in the 21<sup>st</sup> Century. **(10 marks)**
- c) Joe Boxer Corporation is a designer underpants company managed by Nicholas Graham, who is the king of underwear and self-proclaimed Chief underpants officer. Using the case study of Joe Boxer Corporation, answer the following questions:
- i) What competitive advantage(s) do you think Joe Boxer has? **(6 marks)**
- ii) What competitive strategy does the company appear to be following? Explain your choices. **(8 marks)**

### **QUESTION 2**

- a) i) Why do organizations have objectives? **(3 marks)**  
ii) Give guidelines for objectives setting with examples of good and bad objective setting. **(5 marks)**
- b) Explain **SIX** factors to consider in formulating a strategy. **(12 marks)**

### **QUESTION 3**

- a) Explain Johnson's cultural web as used in organizations. **(14 marks)**
- b) Discuss the role of leadership in strategy implementation. **(6 marks)**

### **QUESTION 4**

- a) Explain the strategies that you will adopt in dealing with behavioural resistance to change. **(14 marks)**
- b) Why is it necessary to have strategic review and control as a last stage of strategic management? **(6 marks)**

### **QUESTION 5**

Write short notes on the following as used in strategic management:

- a) Corporate governance **(4 marks)**
- b) Franchise **(3 marks)**
- c) Collusion **(3 marks)**
- d) Benchmarking **(3 marks)**
- e) "Stuck in the middle" **(4 marks)**
- f) Mission statement. **(3 marks)**