



**TECHNICAL UNIVERSITY OF MOMBASA**  
***Faculty of Business & Social Studies***  
DEPARTMENT OF BUSINESS STUDIES

UNIVERSITY EXAMINATIONS FOR  
MASTERS IN BUSINESS ADMINISTRATION

**BMG 5102: STRATEGIC MANAGEMENT**

SPECIAL/SUPPLEMENTARY EXAMINATIONS

**SERIES: JUNE/JULY 2015**

**TIME: 3 HOURS**

**INSTRUCTIONS:**

– Answer any **FOUR** questions.

*This paper consists of Two printed pages*

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**QUESTION 1**

Identifying competitors is a milestone in the development of strategy, but it is a process in which executives make costly mistakes. Articulate these mistakes. **(25 marks)**

**QUESTION 2**

The process of combining long-term objectives and grand strategies produces a business model.

a) Define the term 'business model'. **(5 marks)**

b) Describe the **FOUR** common business models. **(20 marks)**

### **QUESTION 3**

- a) Define innovation. **(5 marks)**
- b) What do you understand by innovation imperative. **(20 marks)**

### **QUESTION 4**

In which strategic activities are speed-based competitive advantages effective. **(25 marks)**

### **QUESTION 5**

What is the role of leadership in strategic implementation? **(25 marks)**