



TECHNICAL UNIVERSITY OF MOMBASA

SCHOOL OF BUSINESS

DEPARTMENT OF BUSINESS ADMINISTRATION

UNIVERSITY EXAMINATION FOR:

DIPLOMA IN BUSINESS ADMINISTRATION

BMG 2214: STRATEGIC MANAGEMENT

END OF SEMESTER EXAMINATION

SERIES: DECEMBER 2016

TIME: 2 HOURS

DATE: Pick Date Dec 2016

Instructions to Candidates

You should have the following for this examination

-Answer Booklet, examination pass and student ID

This paper consists of Choose No questions. Attempt Choose instruction.

Do not write on the question paper.

Question ONE (Compulsory)

- The concept of value chain can be helpful in understanding how value is created or lost in terms of the activities undertaken by organizations. Briefly explain the activities of the value chain according to Porter. (20 marks)
- State *Three* elements of strategy implementation (3 marks)
- List the values of strategic management (7 marks)

Question TWO

- Strategies exist at a number of levels in an organization. Taking Dell as an example, explain the levels of strategy. (12 marks)
- State the roles of a strategic manager. (8 marks)

Question THREE

- a) Organizations resources can be considered under **FOUR** broad categories. State and explain the categories. (8 marks)
- b) Explain **SIX** reasons for resistance to change by individuals (12 marks)

Question FOUR

- a) Outline the differences between strategic objectives and operational objectives (10 marks)
- b) Explain the emerging trends in the environment that organizations have to consider in formulating strategies. (10 marks)

Question FIVE

- a) Differentiate between strategy formulation and strategy implementation. (14 marks)
- b) State the **THREE** types of organization structures (6 marks)