



TECHNICAL UNIVERSITY OF MOMBASA

SCHOOL OF BUSINESS

DEPARTMENT OF BUSINESS ADMINISTRATION

UNIVERSITY EXAMINATION FOR:

DIPLOMA IN BUSINESS ADMINISTRATION

BGM 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)

- Resistance is not confined to introduction of strategic planning. It occurs whenever there is a departure from historical behavior, culture and power structures. Explain **TWO** sources of resistance to change (6 marks)
- Explain the components of the Growth Share matrix (16 marks)
- State the Qualities of a strategic leader (8 marks)

Question TWO

- Explain how the five forces framework helps identify the sources of competition in an industry or sector (14 marks)
- State the importance of strategic management as a field of study (6 marks)

Question THREE

- a) Strategic management varies in different sectors. Explain the different sectors that they exist. (10 marks)
- b) Differentiate between strategy formulation and strategy implementation (10 marks)

Question FOUR

- a) Explain the environmental influences as categorized by PESTEL framework (12 marks)
- b) List the various levels that strategy exists. (8 marks)

Question FIVE

- a) Explain the following terminologies
 - i) Core competences (3 marks)
 - ii) Product differentiation (3 marks)
 - iii) Cost leadership (3 marks)
 - iv) Strategic alliances (2 marks)
- b) State the THREE types of organization structures (9 marks)