TECHNICAL UNIVERSITY OF MOMBASA

SCHOOL OF BUSINESS

DEPARTMENT OF BUSINESS ADMINISTRATION

UNIVERSITY EXAMINATION FOR:

DIPLOMA IN BUSINESS ADMINISTRATION

BMG2214: STRATEGIC MANAGEMENT

SPECIAL SUPPLEMENTARY EXAMINATION

SERIES:SEPT. 2017

TIME:2HOURS

DATE: 20TH SEPT. 2017

Instructions to Candidates
You should have the following for this examination
-Answer Booklet, examination pass and student ID
This paper consists of **FIVE** questions. Attemptquestion ONE (Compulsory) and any other TWO questions.
Do not write on the question paper.

Question ONE (COMPULSORY)

(a) Value Chain analysis describes the activities that take place in a business and relates them to the analysis of the competitive strength of a business. Using relevant examples describe how Technical University of Mombasa operates as value chain system. (15 marks)

(b) Differentiate between strategic objectives and operational objectives of an organization (10 marks)

(c) List the duties of a strategic leader. (5 marks)

Question TWO

(a) Business enterprises are constantly changing to adapt to prevailing circumstances. Discuss five drivers of change in relation to an industry of your choice in Kenya (15 marks)

(b) List essential elements that lead to meaningful incremental innovation (5 marks)

Question THREE

(a) Briefly describe two important recent changes in the remote environment of Kenya business in each of the following areas; economic, social, political, technological, ecological   (10 marks)

(b) Describe the five traditional organization structures   (10 marks)

Question FOUR

(a) Kilimanjaro Construction Company (Kenya) is intending to expand its operations to East and Central Africa. Describe the strategies it could use.   (10 marks)

(b) State and explain the four layers that an organization culture is conceived from   (10 marks)

Question FIVE

(a) The balanced scorecard suggests that we view the organization from four perspectives. Briefly explain the perspectives.   (8 marks)

(b) Explain the different components of BCG matrix with appropriate strategies for each component   (12 marks)