



TECHNICAL UNIVERSITY OF MOMBASA

DEPARTMENT OF

UNIVERSITY EXAMINATION FOR:

DIPLOMA IN LOGISTICS & TRANSPORT MANAGEMENT

BLT 2209: STRATEGIC MANAGEMENT & LEADERSHIP

END OF SEMESTER SPECIAL/ SUPPLEMENTARY

EXAMINATION

SERIES:DECEMBER2016

TIME:2HOURS

DATE:Pick DateSelect MonthPick Year

Instructions to Candidates

You should have the following for this examination

-Answer Booklet, examination pass and student ID

This paper consists of **FIVE** questions.

Attempt question ONE (Compulsory) and any other TWO questions.

Do not write on the question paper.

Question one

- By the use of Michael Porter's five forces analysis, explain how a given market environment may be analyzed (15 marks)
- Unlike corporate alternative strategies, business unit strategies are very specific to the business in which they are applied. Explain the main categories they fall into (15 marks)

Question two

- Explain the main characteristics of strategic decisions for an organization (10 marks)
- Describe the nature of strategic management (10 marks)

Question three

- a) Discuss the benefits of strategic management (10 marks)
- b) Explain how strategic decisions differ from tactical decisions (10 marks)

Question four

- a) What options are there if you have to use the growth strategy? Explain using relevant examples (10 marks)
- b) Define and identify any five defensive strategies (10 marks)

Question five

- a) Discuss briefly the three phases of strategic management and relate this to the strategic management model (10 marks)
- b) Key element of a firm's strategic plan is the mission statement. Discuss the need for a firm's mission by explaining the core message it is meant to communicate (10 marks)