TECHNICAL UNIVERSITY OF MOMBASA

School of Business

DEPARTMENT OF BUSINESS ADMINISTRATION

UNIVERSITY EXAMINATION FOR:

BACHELOR OF BUSINESS ADMINISTRATION

BACHELOR OF COMMERCE

BACHELOR OF BUSINESS AND OFFICE MANAGEMENT

BMG 4400: STRATEGIC MANAGEMENT

SPECIAL/SUPPLEMENTARY EXAMINATION

SERIES: JULY 2025

TIME:2HOURS

DATE: Pick DateJul2025

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

a) Describe the characteristics of strategic decisions. (10 marks)

b) Differentiate between backward integration and forward integration. (8 marks)

c) Uchumi Supermarkets Ltd is currently exploring growth strategies to allow them to serve an increased geographical area. The management has approached you, a management consultant for advice on external growth strategies. Using examples, explain three viable external growth strategies. (12 marks)

Question TWO

a) Using an organization of your choice, explain the usage of strategies that exist at different levels of the organization. (12 marks)

b) Discuss any four importance of strategic management in an organization. (8 marks)

Question THREE

a) Describe how the Boston Consulting Group's (BCG) growth-share matrix may help managers identify and position different products/services in an organization. (10 marks)

b) New Blue Omo is a local company that has been operating in the detergent manufacturing industry in Kenya for the last 50 years. Many new companies have entered the detergent market posing serious competition and seriously reducing the market share of New Blue Omo. Using relevant examples, explain how the company has been applying generic strategies to overcome competition in the market. (10 marks).

Question FOUR

a) Use Porter's Five Forces model to analyze an industry of your choice. (15 marks)

b) Highlight the reasons for vertical integration. (5 marks)

Question FIVE

Explain the strategic management model with the aid of a diagram. (20 marks)