



# **SOUTH EASTERN KENYA UNIVERSITY**

## **UNIVERSITY EXAMINATIONS 2017/2018**

### **SECOND SEMESTER EXAMINATION FOR THE DEGREE OF BACHELOR OF COMMERCE**

#### **DBA 401: STRATEGIC MANAGEMENT**

**DATE: 9<sup>TH</sup> APRIL, 2018**

**TIME: 4.00-6.00PM**

#### **INSTRUCTIONS**

*Answer question one and any other two question*

#### **Question one**

- a) By use of appropriate examples distinguish between missions, vision, objectives and corporate values and give an appropriate example for each from an organisation you are familiar with 5marks
- b) Explain why it is necessary to involve subordinates in formulating and implementing strategy 5marks
- c) As a practicing manager, draw a SWOT analysis of an organisation you are familiar with explaining how each of four components complement each other for organisation success 10marks
- d) There are three levels of strategies. Using example of an organisation you are familiar with discuss the three levels by clearly indicating the role of each of this levels in the strategic management process 10marks

### **Question two**

- a) Strategy implementation is crucial for the success and accomplishment of organisational objectives. Explain factors that may hinder successful implementation of strategies. 10marks
- b) An organisation must know where it is, where it wants to go and how to get there for it to prosper. Discuss this statement 10marks

### **Question three**

- a) The work of Michael Porter is specially acknowledged in its contributions towards understanding competition in an industry. Discuss the premise of his approach 10marks
- b) Describe the steps in strategic management process 10marks

### **Question four**

- a) Differentiate strategy implementation and strategy formulation 10marks
- b) By use of an illustration describe the Boston consulting Group (BCG) matrix as an analysis tool 10marks

### **Question five**

- a. Discuss the steps involved in process of strategy evaluation 10marks
- b. In an organisation setup, explain the concept of strategic decisions 10marks