



MERU UNIVERSITY OF SCIENCE AND TECHNOLOGY

P.O. Box 972-60200 – Meru-Kenya

Tel: +254(0) 799 529 958, +254(0) 799 529 959, + 254 (0) 712 524 293,

Website: info@must.ac.ke Email: info@must.ac.ke

University Examinations 2023/2024

THIRD YEAR SECOND SEMESTER EXAMINATION FOR THE DEGREE OF BACHELOR OF BUSINESS ADMINISTRATION AND BACHELOR OF PURCHASING AND SUPPLIES MANAGEMENT

FOURTH YEAR SECOND SEMESTER EXAMINATION FOR THE DEGREE OF BACHELOR OF EDUCATION ARTS

BFB 3350: STRATEGIC MANAGEMENT

DATE: APRIL 2024

TIME: 2 HOURS

INSTRUCTIONS: Answer question *one* and any other *two* questions

QUESTION ONE (30 MARKS)

- Strategic management is an approach employed by management to align an organization with changing business environment, to attain competitive advantage. Explain main benefits of strategic management (10 marks)
- Objectives are set in all areas of an organization. Citing examples, explain the importance of objectives (10 marks)
- Explain the relevance of SWOT analysis in strategy formulation (10 marks)

QUESTION TWO (20 MARKS)

- Setting vision of a firm is an important step in strategic management. Discuss (10 marks)
- Giving examples explain why a firm need corporate strategies (10 marks)

QUESTION THREE (20 MARKS)

- a) Porter's 5-forces model is an important tool in industry environment analysis. Using an illustration, explain the relevance of this model (10 marks)
- b) Explain two business strategies (10 marks)

QUESTION FOUR (20 MARKS)

- a) Value chain analysis is an important tool in strategic choice process. Discuss (10 marks)
- b) Discuss the importance of internal environment in strategy execution (10 marks)

QUESTION FIVE (20 MARKS)

Using appropriate change management model, discuss reasons why change management in the execution phase of strategy implementation is important (20 marks)