

**CHUKA**



**UNIVERSITY**

**COLLEGE**

**UNIVERSITY EXAMINATIONS**

**FOURTH YEAR EXAMINATION FOR THE AWARD OF DEGREE OF  
BACHELOR OF EDUCATION (ARTS)**

**BUST 411: STRATEGIC MANAGEMENT (EDUCATION ARTS)**

**STREAM: EDUC (ARTS) Y4S1**

**TIME: 2 HOURS**

**DAY/DATE: FRIDAY 14/12/2012**

**11.30 A.M. – 1.30 P.M**

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**INSTRUCTIONS:**

**Answer Questions ONE and any other TWO Questions.**

**QUESTION ONE (30 MARKS)**

- (a) Discuss clearly the relationship between an organization and its environment. What is the significance of understanding the external environment in managing organizations? [10 Marks]
- (b) Explain the characteristics of a winning strategy for market positioning and competitive advantage. [6 Marks]
- (c) Strategic objectives help align the firm's strengths and weaknesses to the environmental opportunities and threats. Outline the significant differences between strategic objectives and operational objectives. [6 Marks]
- (d) Discuss the challenges of strategy implementation by organizations in Kenya. [8 Marks]

**QUESTION TWO**

- (a) "An organization cannot be bigger than its vision". Do you agree with this statement? Explain [4 Marks]
- (b) Over the last three decades, many organizations operating in Kenya have undergone major restructuring /reorganization. Explain why this has been happening. [10 Marks]

- (c) Discuss the contribution of a firm's internal analysis to the strategy development process. [6 Marks]

### **QUESTION THREE**

- (a) Discuss the concept of strategy and distinguish between levels of strategy in an organization. Can an organization operate without a strategy? Explain. [10 Marks]
- (b) Discuss how an organization matches its strategy to the various institutions of its operating environment to ensure success in strategy implementation. [10 Marks]

### **QUESTION FOUR**

- (a) "Are there any differences in strategy formulation among private and public sector organizations? Explain your answer. [6 Marks]
- (b) What is meant by strategy operationalization during implementation? [5 Marks]
- (c) Explain how you would apply key success factors of an industry to gauge a firm's competitive position within an industry cluster. Why do key success factors provide better gauge of competitive position. [9 Marks]
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