



MUEO

MOI UNIVERSITY

OFFICE OF THE CHIEF ACADEMIC OFFICER

UNIVERSITY EXAMINATIONS 2010/2011 ACADEMIC YEAR FOURTH YEAR SUPPLEMENTARY/SPECIAL EXAMINATION FOR THE DEGREE OF BACHELOR OF BUSINESS MANAGEMENT

COURSE CODE: BBM 472

COURSE TITLE: BUSINESS POLICY AND STRATEGY

DATE: 13TH SEPTEMBER, 2011 **TIME:** 2.00 P.M. – 5.00 P.M.

INSTRUCTION TO CANDIDATES

- SEE INSIDE.

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Exam file

MOI UNIVERSITY
SCHOOL OF BUSINESS & ECONOMICS
BACHELOR OF BUSINESS MANAGEMENT (BBM) PROGRAMME
DEPARTMENT OF MARKETING & MANAGEMENT SCIENCE
FOURTH YEAR SECOND SEMESTER SPECIAL/SUPPLEMENTARY EXAMINATION
COURSE CODE: BBM 472 COURSE TITLE: BUSINESS POLICY AND STRATEGY ACADEMIC YEAR: 2011/2012
DATE: SEPTEMBER, 2011 TIME: 3 HOURS

INSTRUCTIONS:-

- Answer Question **ONE** and any other **THREE** questions.
- Question **ONE** carries **25 Marks**

a) Define the following terms:-

- i) Business strategy [2 marks]
- ii) Business policy [2 marks]

- b) Clearly distinguish between corporate mission, vision and core values. [6 marks]

- c) What are the key qualities of a good corporate vision? [5 marks]

- d) Organizations are becoming increasingly influenced by their external environment. In what ways does understanding of the external environmental factors enable managers make better decisions? [10 marks]

2 In today's highly competitive business environment, budget-oriented planning or forecast-based planning methods are insufficient for a firm to survive and prosper. The firm must engage in strategic planning if it has to achieve better performance and competitive. Discuss the strategic planning process. [15 marks]

3 Michael Porter provided a framework that models an industry as being influenced by competitive forces. Identify and discuss the five competitive forces in the environment of a firm and the threats posed to the firm by each of those forces. [15 marks]

4 (a) Strategies exist at several levels in any organization. Identify and discuss the **three** levels of a strategy. [6 marks]
(b) Discuss how a firm can use Ansoff's product/market matrix as a tool for deciding their product and market growth strategy. [9 marks]

5 Benchmarking is a tool that could be applied in a variety of ways to improve the overall performance of an organization. Discuss **five** types of benchmarking and give the most appropriate purpose for each. [15 marks]

6 Discuss the reasons why organisations undertake strategic evaluation and control. [15 marks]

2x3x2x4