



# KISII UNIVERSITY

## UNIVERSITY EXAMINATIONS

**FOURTH YEAR EXAMINATION FOR THE AWARD OF  
THE DEGREE OF BACHELOR OF BCOM/BPSM/BBAM/BINM  
FIRST SEMESTER 2016/2017  
(SEPTEMBER - DECEMBER, 2016)**

**BCOM/BBAM 402: STRATEGIC MANAGEMENT**

**STREAM: Y4 S1**

**TIME: 2 HOURS**

**DAY: MONDAY, 3.00M – 5.00PM**

**DATE: 19/12/2016**

### **INSTRUCTIONS**

- 1. Do not write anything on this question paper.**
- 2. Answer question ONE and any other THREE.**

### **QUESTION ONE**

- (a) Explain the following terms:
- (i) Strategic Thinking (3 marks)
  - (ii) Resource Bundles (3 marks)
  - (iii) Diversification Strategy (3 marks)
- (b) Identify and explain any THREE frameworks for strategic decision making. (6 marks)
- (c) Discuss any TWO key factors associated with the success of strategic implementation. (4 marks)
- (d) Explain the general characteristics of the strategic control process. (6 marks)

## QUESTION TWO

- (a) Explain TWO tasks that a manager goes through in formulating organizational strategies. (6 marks)
- (b) You have been appointed a manager of one of the famous companies that has been declining in recent years, suggest any THREE steps you are likely to take to reverse the trend. (9 marks)

## QUESTION THREE

- (a) Explain the importance of using short time objectives in implementing organizational strategies than long term objectives. (8 marks)
- (b) Explain any FOUR factors that influence strategic choice. (8 marks)

## QUESTION FOUR

- (a) Explain skills that are necessary for a strategic manager. (8 marks)
- (b) Explain the role of the board in strategic decision making process. (7 marks)

## QUESTION FIVE

Using appropriate examples, explain the characteristics of :

- (a) Company Mission (8 marks)
- (b) Company Vision (7 marks)