



## MERU UNIVERSITY COLLEGE OF SCIENCE & TECHNOLOGY

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### University Examinations 2011/2012

THIRD YEAR, FIRST SEMESTER EXAMINATIONS FOR THE DEGREE OF  
BACHELOR OF COMMERCE.

#### HBC 2207: STRATEGIC MANAGEMENT

**DATE: APRIL 2012**

**TIME: 2 HOURS**

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

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#### QUESTION ONE (30 MARKS)

- Explain the four key attributes of strategic management. (8 Marks)
- Distinguish between intended strategy and realized strategy (4 Marks)
- Briefly explain what constitutes the operative organizational environment of an organization (10 Marks)
- Outline the stages in the strategic controls process (8 Marks)

#### QUESTION TWO (20 MARKS)

In order to understand and perform an environmental analysis officially a manager must thoroughly understand organizational environment is structured. By use of a diagram show how the structure of an organization's environment. (20 Marks)

#### QUESTION THREE (20 MARKS)

In view of your imaginary organization, explain the topics that should be addressed within the organizational mission statements or contained in materials that accompany it (20 Marks)

#### QUESTION FOUR (20 MARKS)

- What do you understand by the term strategy (5 Marks)
- Briefly highlight the strategic management process (15 Marks)

### **QUESTION FIVE (20 MARKS)**

Meru university Meru town campus is operating within a very competitive environment. Given the growth of public and private universities and other institutions of higher learning all over the Meru County.

- i. What is competitive advantage and what is expected of Meru university to do in order to exist in the very competitive environment (5 Marks)
- ii. In reference to Michael Porters five forces of competitive advantage, how can an organization establish and sustain its competitive edge in its operative environment? (15 Marks)