



THE MOMBASA POLYTECHNIC UNIVERSITY COLLEGE

Faculty of Business & Social Studies

DEPARTMENT OF BUSINESS STUDIES

BACHELOR OF BUSINESS ADMINISTRATION

HBC 2201: STRATEGIC MANAGEMENT

END OF SEMESTER EXAMS

SERIES: APRIL/MAY 2010.

TIME: 2 HOURS

INSTRUCTIONS TO CANDIDATES

1. The paper consists of **FOUR** questions.
 2. Answer Question **1** (compulsory) and any other **TWO** questions.
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- Q.1 (a) Define Strategy and distinguish between the various levels of strategy that can exist in an organization. (15 marks)
- (b) What is a strategic objective? Explain any **FIVE** characteristics of a good strategic objective, highlighting how management would ensure for each. (15 marks)
- Q.2 Discuss the following regarding an organization most familiar to you:
- (a) Describe aspects of the organization's culture that would hinder or facilitate implementation of a new way of doing things in the organization. (10 marks)

- (b) Explain how you would go about changing the negative aspects of the organizations' culture to make the organization permeable to strategy implementation. (10 marks)
- Q.3 Describe the strategy implementation process. (20 marks)
- Q.4 (a) Comment on the appropriateness of SWOT analysis as a tool of strategic analysis. (10 marks)
- (b) Why do managers carryout strategic analysis when developing strategies? (10 marks)