



TECHNICAL UNIVERSITY OF MOMBASA

Faculty of Business & Social Studies

DEPARTMENT OF BUSINESS STUDIES

UNIVERSITY EXAMINATIONS FOR
MASTERS OF BUSINESS ADMINISTRATION

SBM 5101: STRATEGIC MANAGEMENT

END OF SEMESTER EXAMINATIONS

SERIES: AUGUST 2013

TIME: 3 HOURS

INSTRUCTIONS:

– Answer any **FOUR** questions.

This paper consists of Two printed pages

QUESTION 1

Strategic management has been associated to the ways in which organizational strategies set the objectives and proceed about attaining them. Using a successful organisation that you know, illustrate how the strategist mix the four strategic management components to achieve the short term and long term goals. **(25marks)**

QUESTION 2

- a) To achieve a given vision, organizations must put the right foot toward and select the most appropriate course of action. Using a classical example of an organization that has successfully transformed its operations in Kenya, illustrate how the formulation process of these actions were effected. **(10marks)**
- b) Excellent formulated strategies will fail if they are not properly implemented. Using a comparative analysis, differentiate the two components. **(15marks)**

QUESTION 3

- a) Strategic organisations use Business policies as levers for balancing the roles and responsibilities of top management with the issues affecting organizational success. Using an organisation that you are familiar with, illustrate how the characteristic of these policies have been used to achieve organizational success in the long run. **(15marks)**
- b) Using relevant examples, illustrate the difference between policies and strategies. **(10marks)**

QUESTION 4

The Boston consulting Group (BCG) matrix has been used over the years to address the business portfolio of companies using the industry growth rate and relative market share. Safaricom LTD introduced the matrix sometimes back to reposition herself against the competitors using the matrix, illustrate how safaricom balanced its growth to be a leader in the communication industry by using the differentiated products from the company. **(25marks)**

QUESTION 5

One of the successful models of strategic management was developed by Michael porter(Harvard Business school of management) that determines the industry structure. Using porter's five forces model,illustrate how any of the successful company in Kenya has remained a float by a balance of the forces to sustain its profitability. **(25mark)**