

BAM2204: STRATEGIC MANAGEMENT

SEMISTER EXAMS-SEPT 2020

INSTRUCTIONS: ANSWER ALL QUESTIONS

QUESTION ONE

Strategy implementation stage of strategic management, is the point at which an organization develops a competitive advantage

- i) on the basis of the above claim explain with examples the actions that the management should take to gain a competitive advantage. (7marks)
- ii) In case the competitive environment substantially changes at this stage, what are the options that the organization has to retain her competitive position. (7marks)
- iii) Explain the significance of management information in realizing the intended results. (6marks)

QUESTION TWO

As a member of a team that is responsible for Monitoring and Evaluating strategy implementation for the Company, you are getting reports from members of the organization that, the strategy requirements are too high for them to meet, however the managers responsible in leading different teams insist that the strategy is on track and it only needs a push for the subordinates to meet expected targets. This has attracted attention of your team, and you want to establish the true position of the implementation process.

- i) Explain the tools you will use to establish the state of the strategy implementation in the organization (8marks)
- ii) Explain the issues that are likely to create this situation to be experienced in the organization and suggest solutions. (12marks)

QUESTION THREE

Product Portfolio Matrix as was developed by Bruce Henderson, has been a useful tool in Corporate strategy. Taking Safaricom as an organization of choice explain how it can use this Matrix to determine her business investment allocations. (10mark)