

**W1-2-60-1-6**

**JOMO KENYATTA UNIVERSITY OF AGRICULTURE AND TECHNOLOGY**

**UNIVERSITY EXAMINATIONS 2018/2019**

**YEAR 3 SEMESTER I EXAMINATION FOR THE DEGREE OF BACHELOR**

**OF STRATEGIC MANAGEMENT**

**HESM 2304: MULTI BUSINESS STRATEGY**

**DATE: AUGUST 2019 TIME: 2 HOURS**

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

**Question one**

a) Using an example, discuss the concept of a multi business organization. (10 marks)

b) Why is it important to analyse the different business portfolios in an organization? (10 marks)

**Question two**

a) Identify and discuss 3 strategies used in multi business organizations. (10 marks)

b) Discuss the following terms;

i) The synergy approach

ii) AD Little Life Cycle (10 marks)

**Question three**

One of the tools used in portfolio analysis is the Boston Consulting Group matrix. Discuss how this tool is used using appropriate examples. (20 marks)

**Question four**

a) Identify and clearly explain four (4) portfolio planning techniques that an organization

can use. (10 marks)

b) For each, discuss two (2) strengths and weaknesses. Use examples where

appropriate.

(10 marks)

**Question five**

Explain the meaning of the following terms by use of examples:

i) Market penetration (5 marks)

ii) Market development (5 marks)

iii) Product development (5 marks)

iv) Diversification (5 marks)