



MUEO

MOI UNIVERSITY

**OFFICE OF THE DEPUTY VICE CHANCELLOR, ACADEMIC
AFFAIRS, RESEARCH & EXTENSION**

UNIVERSITY EXAMINATIONS 2018/2019 ACADEMIC YEAR

END OF SEMESTER EXAMINATIONS

**FOR THE DEGREE
IN BACHELOR OF BUSINESS AND ECONOMICS**

EXAM CODE:- BBM 462

COURSE TITLE:- STRATEGIC MANAGEMENT

DATE:- 22ND JULY, 2019

TIME:- 9.00A.M. – 12.00 NOON

INSTRUCTION TO CANDIDATES

➤ **SEE INSIDE.**

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BBM 462: STRATEGIC MANAGEMENT

ANSWER QUESTION ONE AND ANSWER ANY OTHER THREE QUESTIONS

1. Michael Porter designed various vital frameworks for developing an organizational strategy. One among managers making strategic decisions is the five competitive forces model that determines industry structure. Discuss (25 marks)
2. Strategic analysis is done using certain tools that help match the internal and external environment. Using the BCG (Boston Consulting Group) model, demonstrate how the tool can be used to craft strategic options for a firm operating in Kenya (15 Marks)

3. One among the Industry analysis tools used is the General Electric grid (GE Matrix). Explain how this concept of GE matrix apply (15 Marks)
4. (a) The **Ansoff Matrix** is a strategic planning tool that provides a framework to help executives, Senior managers, and marketers devise strategies for future growth. Discuss (10 marks)
 - (b) Explain the term Balanced Score Card (BSC) (2 marks)
 - (c) Highlight the benefits of BSC to an organization (3 marks)
5. (a) Differentiate between the terms Strategic Planning and Operational Planning and discuss the advantages and limitations of Strategic planning (10 marks)
 - (b) Explain the strategic planning process (5 marks)