# THE CO-OPERATIVE UNIVERSITY OF KENYA

**BADM 3106: STRATEGIC MANAGEMENT**

**DATE: MAY 2022**

**INSTRUCTIONS:**

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **FIVE (5)** questions.
4. Question **ONE is compulsory.**
5. Answer any other **TWO** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **20 MARKS** each.
7. Write all your answers in the Examination answer booklet provided

**QUESTION ONE**

a) Construct a possible vision statement and an objective of any firm of your choice **(4 marks)**
b) Describe how to conduct SWOT analysis with reference to any organization **(10 marks)**
c) Describe Balanced Score Card perspectives of measuring organizational performance **(10 marks)**
d) Discus any three (3) differences between strategy and tactics **(6 marks)**

**QUESTION TWO**

(a) Michael Porter suggested that businesses can secure a sustainable competitive advantage by adopting three generic strategies. Using appropriate illustrations, explain the generic strategies **(12marks)**
(b) Examine why it is important to consider organizational structure in strategy implementation **(8 marks)**

**QUESTION THREE**

**a)** Discuss any five (5) strategic reasons for engaging in Corporate social responsibility **(10 marks)**

**b)** Briefly highlight the five (5) main stages of strategic management process **(10 marks)**

**QUESTION FOUR**

a) As a consultant, you have narrowed down to retrenchment as the best alternative corporate level strategy for company X, which is on a downward trend. Advice Company X's management on the strategic alternatives under retrenchment strategy **(12marks).**

b) Contrary to threat of substitutes, the force of Complements should generically take collaborative approach. Explain **(4 marks)**

c) Discus any two (2) change management principles **(4 marks)**

**QUESTION FIVE**

a) Using appropriate examples, discuss any three main characteristics of strategic decisions **(12 marks)**

b) As a consultant of a startup enterprise dealing in agribusiness, assist the firm to craft

   i) A vision statement **(2 marks)**

   ii) A mission (**2 marks)**

   iii) A goal **(2 marks)**

   iv) An objective **(2 marks)**