



THE CO-OPERATIVE UNIVERSITY OF KENYA

END OF SEMESTER EXAMINATION DECEMBER -2022

**EXAMINATION FOR THE DEGREE OF BACHELOR OF COMMERCE/BACHELOR
OF CO-OPERATIVE BUSINESS
YR IV, S1/YR IV, S1/YR III, SI**

UNIT CODE: BMGT 1213

UNIT TITLE: STRATEGIC MANAGEMENT

DATE: WEDNESDAY, 14TH DECEMBER, 2022

TIME: 9:00 AM – 11:00 AM

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INSTRUCTIONS:

- Answer question ONE (compulsory) and any other TWO questions

QUESTION ONE

X company was established in the year 2000 strategically to provide first class services to Kenyans in portfolio investment and management. The company is characterized by the following features:

- Employs 300 employees
 - Embraces functional system of management
 - Communication is done haphazardly
 - Embraces quality circles in the organization
 - The company has not paid corporate tax for the last seven years
 - The profit margin of the company is dwindling
 - The labour turnover ranges from 4% - 9%
 - Engages in expansion program to East African Region
 - The company enjoys goodwill from the customers
 - The performance management strategy has not worked due to lack of support from the top management
 - Engages in social corporate responsibilities
 - The motivational levels is below average
 - The C.E.O is surrounded by the 'yes men'
 - The monopoly ranges from 70% - 75%
- (a) Discuss various factors considerations you will take into account in revitalization of the position of the company using the SWOT analysis procedure (20 marks)
- (b) Discuss emerging issues on and application of change equation in Kenya's corporate world (10 marks)

QUESTION TWO

- (a) "The ingredient of good strategic planning principles focuses on achieving organization objectives" Discuss (14 marks)
- (b) Differentiate between vision statement and mission statement giving examples in each case. (6 marks)

QUESTION THREE

- a) “Porter five forces analysis is a framework to analyze the level of competition within an industry and business strategy development”. Discuss this statement in reference on Kenya’s competitiveness in telecommunication industry (10 marks)
- b) According to Michael Porter, strategies allow organizations to gain competitive advantage. Explain this statement. (10 marks)

QUESTION FOUR

- (a) Would you dress the same way to attend a golf tournament as you would attend a football game? Although both are sporting events, there are a set of unwritten rules that indicate what is considered to be the acceptable way to dress for each type of event, and the people in attendance will send you signals as to whether or not they think you are dressed appropriately (Gongera, 2015)
Making sense of this citation, discuss various characteristics of organization culture in an organization of your choice (10 marks)
- (b) Using a suitable example explain the Boston Consultancy Group model (BCG Matrix). (10 marks)

QUESTION FIVE

- (a) Differentiate between strategy formulation and strategy implementation bringing out FOUR differences. (8 marks)
- (b) An organization undertakes several activities to produce a final product or service. In light of this statement explain the value chain analysis. (12 marks)