



# **MURANG'A UNIVERSITY OF TECHNOLOGY**

## **SCHOOL OF BUSINESS AND ECONOMICS**

### **DEPARTMENT OF HUMAN RESOURCE**

#### **UNIVERSITY ORDINARY EXAMINATION**

**2017/2018 ACADEMIC YEAR**

**THIRD YEAR FIRST SEMESTER EXAMINATION FOR THE DEGREE OF  
BACHELOR OF PURCHASING AND SUPPLIES MANAGEMENT  
SECOND YEAR FIRST SEMESTER EXAMINATION FOR THE DEGREE OF  
BACHELOR OF PURCHASING AND SUPPLIES MANAGEMENT  
SECOND YEAR FIRST SEMESTER EXAMINATION FOR THE DEGREE OF  
BACHELOR OF COMMERCE**

**BHR 200 – STRATEGIC MANAGEMENT**

**DURATION: 2 HOURS**

**DATE: 13<sup>TH</sup> DECEMBER, 2017**

**TIME: 9.00 – 11.00 A.M.**

#### **Instructions to Candidates:**

1. Answer **Question 1** and **Any Other Two** questions.
2. Mobile phones are not allowed in the examination room.
3. You are not allowed to write on this examination question paper.

## **SECTION ONE - COMPULSORY**

### **QUESTION ONE**

- (a) Differentiate between strategy formulation and strategy implementation (6 marks)
- (b) Outline any four characteristics of strategic decisions (4 marks)
- (c) The Ansoff growth matrix offers a logical way of determining the scope and direction of a firm's strategic development. Discuss the matrix (8 marks)
- (d) Uchumi supermarkets Ltd is currently exploring growth strategies to allow them serve an increased geographical area. The management has approached you, a management consultant to advice on external growth strategies. Using examples, explain three viable external growth strategies (12 marks)

## **SECTION TWO – ANSWER ANY TWO QUESTIONS**

### **QUESTION TWO**

- (a) Using an organization of your choice, explain the usage of strategies that exist at different levels of the organization (12 marks)
- (b) Discuss any four importance of strategic management in an organization (8 marks)

### **QUESTION THREE**

- (a) Describe how Boston Consulting Group (BCG) the growth share matrix may help managers to identify and position different products/services in an organization (10 marks)
- (b) Blue Omo is a local company which has been operating in the detergent manufacturing industry in Kenya for the last 50 years. Many new companies have entered the detergent market posing serious competition and seriously reducing the market share of Blue Omo. Using relevant examples, explain how the company has been applying generic strategies to overcome competition in the market. (10 marks)

### **QUESTION FOUR**

- (a) Use the Porter's Five Forces model to analyze an industry of your choice (15 marks)
- (b) What is vertical integration (5 marks)