

LAIKIPIA



UNIVERSITY

# UNIVERSITY EXAMINATIONS

1<sup>ST</sup> SEMESTER 2023/2024 ACADEMIC YEAR

FOURTH YEAR EXAMINATION FOR THE DEGREE  
OF BACHELOR OF COMMERCE

**BCOM 402: STRATEGIC MANAGEMENT**

***STREAM:***

***TIME: 2 HRS***

***DAY: FRIDAY [11.30-13.30 P.M]***

***DATE: 15/12/2023***

**THIS QUESTION PAPER CONSISTS OF THREE (3) PAGES**

**PLEASE DO NOT OPEN UNTIL THE INVIGILATOR SAYS SO.**



**Instructions: Answer question One and Any Other Two Questions**

**QUESTION ONE**

Read the following case study and answer the questions that follow.

Laikipia University wishes to develop a five-year strategic plan that will take her to the next level of development. The university has invited you to assist them in this noble process.

- (a) Explain why the university will need the knowledge and practice of strategic management in the management of the university **(10 Marks)**
- (b) Discuss at least five critical tasks of strategic management. **(10 Marks)**
- (c) The forces that exist in the business environment determine the success of any business. Using the Porter's five-forces model, discuss the five forces that can help an organization to identify the competitive power in the business situation **(10 Marks)**

**QUESTION TWO**

Wote Company Limited (WCL) wish to grow its market share in the market of her operation. Using the Ansoff's product/ market matrix discuss the different options that WCL has in choosing a successful growth strategy **(20 Marks)**

**QUESTION THREE**

Using the Boston Consulting Group Matrix, Explain how an organization can analyze her relative position of its Strategic Business Units can be used as tools for analyzing the relative position of each of the organization's businesses **(20 Marks).**

**QUESTION FOUR**

- a) Competitive advantage is the ability for a firm to put generic strategy into practice. Explain Michael Porter generic strategic that can help the organization to gain real competitive advantage **(10 Marks)**
- b) Using a value chain diagram, explain the basic concepts of value chain analysis **(10 Marks)**

