

LAIKIPIA



UNIVERSITY

UNIVERSITY EXAMINATIONS

FIRST SEMESTER 2025/2026 ACADEMIC YEAR

FOURTH YEAR EXAMINATION FOR THE DEGREE
OF BACHELOR OF COMMERCE

BCOM 413: STRATEGIC MANAGEMENT

STREAM: Y4S1 BCOM

TIME: 2 HRS

DAY: THURSDAY [8.30 A.M-10.30 A.M] DATE: 29/01/2026

THIS QUESTION PAPER CONSISTS OF TWO (2) PAGES

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Instruction: Answer questions One and Any other two questions.

Question One

- a) The top management in any organization are tasked with making strategic decisions that guide the operations of the organizations. Explain the need for Strategic Management
[10 Marks]

- b) The process of examining the business activities involved in creating a product or service to identify areas for competitive advantage is known as value chain analysis. Discuss the five concepts of value chain Analysis Basic Concepts of Value Chain Analysis
[10 Marks]

- c) Laikipia University (LU) wishes to grow their market share by 15%. As a student of strategic management explain to the management of LU the strategies, they should employ to grow their market share using the Ansof's Product / Market Matrix.
[10 Marks]

Question Two

The organization that recruited you recently have several major products and companies in their group of companies. Using your knowledge in strategic management, explain to them how they can employ Boston Consulting Group Matrix to analyse the relative position of each of their portfolio in their market
[20 Marks]

Question Three

Many organizations today are battling the competition forces from both the local and international market. Discuss the five competitive **forces** that identifies the competitive power in a business situation as presented by the Porters Model
[20 Marks]

Question Four

Strategic management may be seen as a set of decisions and actions that result in the formulation and implementation of plans which are designed to achieve a company's objectives. Explain the critical tasks that comprises this process of strategic management
[20 Marks]