



FINAL EXAMINATIONS

SCHOOL OF EDUCATION AND SOCIAL SCIENCES

KITENGELA CAMPUS

FIRST SEMESTER, 2024/2025 ACADEMIC YEAR

EXAMINATION FOR THE DEGREE /DIPLOMA IN BUSINESS

ADMINISTRATION

DBA1423: STRATEGIC MANAGEMENT

STREAM:

TIME: 2 HOURS

EXAMINATION SESSION: APRIL

YEAR: 2024

DAY []

DATE: []

INSTRUCTIONS:

- 1.** Attempt ALL the questions in **Section A**
 - 2.** Attempt any **Two** questions in **Section B**
 - 3.** The entire exam is worth forty (40) marks.
 - 4.** Write **ONLY** on the space provided on the answer sheet or as otherwise instructed.
 - 5.** Where necessary Show your working clearly.
 - 6.** Do **NOT** attempt to access any library, online (audio, video, digital or electronic) or paper-based (written), sources for your answers unless this is clearly advised in the Question.
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SECTION A- ANSWER ALL QUESTIONS

1. Techwave Innovations is a mid-sized Tech company struggling to compete with giants like Apple and Samsung. Its market share has declined by 15% over the past two years and employees' morale is low. The board has hired you as a strategic consultant to propose a turnaround strategy.
 - a) Conduct a SWOT analysis to Techwave Innovations (6mks)
 - b) Using Porter's Five Forces analyze the competitiveness of the tech industry (6mks)
 - c) Recommend four strategic options to revive Techwave (8mks)

SECTION B CHOOSE ANY TWO QUESTIONS

2.
 - a) Explain Corporate vision and mission statements and how they guide strategic decision making (4mks)
 - b) Compare and contrast deliberate strategy vs emergent strategy using relevant examples (6mks)
3.
 - a) Explain the BCG MATRIX and its roles in portfolio analysis (5mks)
 - b) How can a company use Ansoff matrix to evaluate growth strategies. Discuss using examples (5mks)
4.
 - a) Discuss the importance of strategic leadership in implementing organizational change(5mks)
 - b) Describe Five barriers to effective strategy execution and how to overcome them (5mks)
5.
 - a) Explain how core competencies contribute to sustainable competitive advantage (5mks)
 - b) Analyze the role of CSR (corporate Social Responsibility) in modern strategic management (5mks)

SPECIAL EXAM

Section A

Question 1 (Compulsory)

Total Marks: 20

1 a) Define strategic management and explain its importance in achieving organizational success. (5 Marks)

1 b) Discuss the key components of the strategic management process. Provide examples to illustrate each component. (5 Marks)

1 c) A company in the retail industry is facing intense competition and declining sales. Conduct a SWOT analysis for the company and propose a strategic plan to address its challenges. (10 Marks)

Section B

**Answer any 2 questions from this section.
Each question carries 10 marks.**

Question 2

a) Explain Porter's Five Forces framework and its role in analyzing industry competitiveness. (5 Marks)

b) Apply Porter's Five Forces framework to analyze the competitive environment of the fast-food industry. (5 Marks)

Question 3

a) Define corporate strategy and elaborate its role in achieving sustainable competitive advantage. (5 Marks)

b) A company wants to diversify its business. Explain the advantages and risks of diversification as a corporate strategy. (5 Marks)

Question 4

a) Describe the concept of strategic leadership and its importance in driving organizational change. (5 Marks)

b) Discuss the key traits of an effective strategic leader. Provide examples to support your answer. (5 Marks)