



**DEDAN KIMATHI UNIVERSITY OF TECHNOLOGY**

**UNIVERSITY EXAMINATIONS 2012/2013**

**EXAMINATION FOR DEGREE IN MASTERS OF SCIENCE IN SUPPLY CHAIN  
MANAGEMENT**

**BCM 4103 STRATEGIC MANAGEMENT**

**INSTRUCTIONS**

1. Question **ONE** is compulsory
2. Then answer **TWO** other questions
3. TIME: **3HRS**

**QUESTION ONE[30MARKS]**

- a) The CEO of a leading mobile phone service provider was recently at pains having to disclose a reduction in the company's overall profits from 19 billion in the previous year to 17 billion at the end of this financial year. In reference to industry analysis, discuss the specific factors that might have contributed to this decline in profits. [10 Marks]
- b) Discuss the Boston Consulting Group matrix explaining its usefulness in segmenting businesses. [10 Marks]
- c) Explain any FIVE characteristics of an effective vision [5marks]
- d) Differentiate between vertical and horizontal integration [5marks]

**QUESTION TWO**

- a) Discuss Porters value chain model [10 Marks]
- b) Recent developments at General Motors show the company is in the verge of collapse. Advice

The management on the purpose of the life cycle analysis model

[10marks]

### **QUESTION THREE**

a) Strategic managers recognize that short run profit maximization is rarely the best approach to achieving corporate growth and profitability. To achieve long term prosperity, strategic planners commonly establish long-term objectives. To achieve long term prosperity, strategic planners commonly anchor their long-term objectives in certain areas. Identify and explain these areas.

[10 Marks]

b) Discuss the concept of hierarchy of company strategies.

[10 Marks]

### **QUESTION FOUR**

a) Describe the concepts of the TOWS Matrix as a tool of modern strategy formulation

[10marks]

b) Explain five factors that hinder implementation of strategic plans

[10 Marks]

### **QUESTION FIVE**

a) The strategic management processes calls for a proper understanding of a number of elements which constitute a strategic management model. Discuss the composition of this model. [10

Marks]

b) As a manager, explain the following models for a successful change management process in your organization.

i. ADKA

ii. John Kotler

[10marks]