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KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2016/2017 ACADEMIC YEAR
FOURTH YEAR, SECOND SEMESTER EXAMINATION
FOR THE DEGREE OF BACHELOR OF SCIENCE
(BUSINESS ADMINISTRATION)

SPCIAL EXAM

Date: 12th August, 2016.
Time: 3.30pm – 5.30pm

KBA 002 - STRATEGIC MANAGEMENT

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

- a) Define;
- i) Strategic Management. (2 Marks)
 - ii) Competitive Advantage. (2 Marks)
 - iii) Market Segmentation. (2 Marks)
- b) State five requirements for Effective market Segmentation. (5 Marks)
- c) Outline six Sources of information used in environmental analysis. (6 Marks)
- d) State four criticism of Value Chain Analysis as a tool of environmental analysis. (4 Marks)
- e) State and briefly Explain Michael Porters three generic types of strategies (competitive strategies) (9 Marks)

QUESTION TWO (20 MARKS)

Outline the Michael Porters five Forces Model.

QUESTION THREE (20 MARKS)

- a) State and explain the different modes of market segmentation. (8 Marks)
- b) In recent years, we have seen expansion of the real estate sector through the establishment of new estates agencies resulting in stiff competition in the market. As such, each organization needs to review its strategic capabilities for competitive advantage. Explain the nature and importance of strategic capability in view of the above statement. (12 Marks)

QUESTION FOUR (20 MARKS)

- a) Outline Value chain Analysis as a tool of environmental analysis. (10 Marks)
- b) Outline the various types of growth strategies under the grand strategies a corporate can choose from. (10 Marks)

QUESTION FIVE (20 MARKS)

Conduct an in-depth PESTEL analysis for an organisation with which you are familiar.