



**ALUPE UNIVERSITY**  
**COLLEGE**  
*...Bastion of Knowledge...*

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**OFFICE OF THE DEPUTY PRINCIPAL**

**ACADEMICS, RESEARCH AND STUDENTS' AFFAIRS**

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**UNIVERSITY EXAMINATIONS**

**2020 /2021 ACADEMIC YEAR**

**FOURTH YEAR FIRST SEMESTER REGULAR  
EXAMINATION**

**FOR THE BACHELOR OF BUSINESS MANAGEMENT AND  
BACHELOR OF HOTEL AND HOSPITALITY MANAGEMENT**

**COURSE CODE: BBM 462/BHM 418**

**COURSE TITLE: STRATEGIC MANAGEMENT**

**DATE: 12/3/2021**

**TIME: 9am- 12noon**

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**INSTRUCTION TO CANDIDATES**

- **SEE INSIDE**

**THIS PAPER CONSISTS OF 3 PRINTED PAGES**

**PLEASE TURN OVER**

**REGULAR-MAIN EXAMINATION**  
**BBM 462/BHM 418: STRATEGIC MANAGEMENT**

**STREAM: BBM /BHM**

**DURATION: 3HRS**

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**INSTRUCTIONS:-**

- Answer Question **ONE** and any other **TWO** questions.
  - Question **ONE** carries **30 Marks**
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**QUESTION ONE**

ABC company ltd actively started its business operations 5 years ago. For the first 3 years of its operations, the company performed progressively well in the areas of profit, general growth and cost management. However, the last 2 years have been characterized with wanting performance. Profit has been dwindling, operational, transaction and administrative costs have been systematically rising. Further there have been complaints by customers on the issues of product quality and customer service. There is general customer dissatisfaction leading to low retention levels.

You have been hired as a consultant to advice management on the way forward.

**Required:**

Explain possible ways the company can pursue to enable the organization achieve its:

- a) Cost leadership goals (10 marks)
- b) Differentiation goals (10 marks)
- c) Critically evaluate the **use** of the Boston Consultancy Matrix in formulating strategy (10 marks)

**QUESTION TWO**

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- For Political [5 marks] [5 marks]
- (b) Economic [5 marks]
- (c) Social [5 marks]
- (d) Technological [5 marks]

**QUESTION THREE**

Discuss **six** benefits that undertaking an internal audit could make to the strategic management process. [20 marks]

**QUESTION FOUR**

- (a) Explain four key differences between a mission statement and organisational objectives. **[12 marks]**
- (b) Explain **four** key components of a mission statement. **[8 marks]**

**QUESTION FIVE**

Explain the **three** stages in the strategic management process. **[20 marks]**

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