

BBM 462/ BHM 418



OFFICE OF THE DEPUTY PRINCIPAL  
ACADEMICS, RESEARCH AND STUDENTS' AFFAIRS

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UNIVERSITY EXAMINATIONS

2021 /2022 ACADEMIC YEAR

THIRD YEAR SECOND SEMESTER SPECIAL EXAMINATION

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

COURSE CODE: BBM 462/ BHM 418

COURSE TITLE: STRATEGIC MANAGEMENT

DATE: 31/01/2022

TIME: 9:00- 12:00

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INSTRUCTION TO CANDIDATES

- SEE INSIDE

THIS PAPER CONSISTS OF 3 PRINTED PAGES

PLEASE TURN OVER

MAIN/REGULAR 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**

- Differentiate between the following terms as used in strategic management:
  - Plan and policy (2 marks)
  - Programmed and contingency strategy (2 marks)
  - Effect of learning and experience curve (2 marks)
  - Market and marketing research (4 marks)
- The intensity of competition depends on several factors.' Identify these factors and discuss briefly on them. (10 marks)
- Can cost leadership strategy allow a firm to earn above-average returns despite strong competitive forces? Discuss. (10 marks)

**QUESTION TWO**

- The strategic management process encompasses three phases- strategy formulation, implementation and evaluation and control. Discuss (10 marks)
- What is 'situation audit' in strategic planning? (10 marks)

**QUESTION THREE**

Alupe Enterprises has approached you as a strategic management consultant to assist in formulating a strategic plan for its firm. Draft a conceptual model for creating a 'strategic plan' for a company. (20 marks)

**QUESTION FOUR**

- a. The true nature of marketing today is not serving the customer; it is outwitting and outfitting one's competitors. Briefly explain four ways in which this war can be fought. (10 marks)
- b. Explain strategic implications of BCG matrix model. (10 marks)

**QUESTION FIVE**

- a. Discuss Porter's five forces model. How does it help managers to identify the opportunities and threats confronting a company? (10 marks)
- b. Examine the degree to which the three concepts: positioning, product differentiation and market segmentation relate with each other. (10 marks)

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