



OFFICE OF THE DEPUTY VICE CHANCELLOR
ACADEMICS, STUDENT AFFAIRS AND RESEARCH

UNIVERSITY EXAMINATIONS

2024 /2025 ACADEMIC YEAR

FOURTH YEAR FIRST SEMESTER MAIN EXAMINATION

FOR THE DEGREE OF BACHELOR OF BUSINESS MANAGEMENT

COURSE CODE: **BBM 462**

COURSE TITLE: **STRATEGIC MANAGEMENT**

DATE: 14/01/2025

TIME: 11:00 – 2:00PM

INSTRUCTION TO CANDIDATES

- SEE INSIDE

THIS PAPER CONSISTS OF 3 PRINTED PAGES

PLEASE TURN OVER

MAIN EXAM

BBM 462: STRATEGIC MANAGEMENT

STREAM: BBM

DURATION: 3 Hours

Instructions: Answer question one in section A (compulsory) and any other two questions from section B.

SECTION A (30 MARKS)

QUESTION ONE

ABZ company has in its mission statement that it will endeavor to make the optimum profit for shareholders while recognizing its wider responsibilities to the society. ABZ has an opportunity to mine gold in a remote and sparsely populated area the mining process involves removing all vegetation from the land concerned and after mining is over they will remain lagoons full of poisonous water for at least fifty years. The mining process is profitable given the world current price of gold. However if the company was to reinstate the mined land the process will be unprofitable the company has received permission from the government to carry out mining however few locals are opposed to the mining.

- a. Discuss the extent to which ABZ company mission is contradictory and outline the importance of mission statement. (10 marks)
- b. Advice ABZ on how to deal with strategies that present conflict of objectives. (10 marks)
- c. Explain the ethical dimensions of the decision to mine for gold. (10 marks)

QUESTION TWO

- a. Michael Potter identified for generic strategies that organizations can pursue to gain competitive advantage. Identify and explain these generic strategies. (10 marks)
- b. Describe the steps that one will undertake in ensuring the success of strategic management process. (10 marks)

QUESTION THREE

- a. Discuss Porter's five forces showing how a company can protect itself from these forces. (10 marks)
- b. Evaluate the importance of culture in the success of strategy implementation. (10 marks)

QUESTION FOUR

- a. Citing examples give reasons why strategy implementation is considered as the most important stage in strategy management process. (10 marks)
- b. According to SWOT matrix there are four general strategic directions the organization should take. Explain showing when each strategic direction is appropriate. (10 marks)

QUESTION FIVE

- a. Discuss the value chain based view of the firm as an internal analysis tool. (10 marks)
- b. Many organizations are engaging in corporate social responsibility and criticism has emerged against this initiative. Discuss some of the reasons why companies engage in corporate social responsibility. (10 marks)