GRETSA UNIVERSITY - THIKA

UNIVERSITY EXAMINATIONS

JANUARY – APRIL 2026 SEMESTER

BACHELOR OF COMMERCE

COURSE CODE: BCBA 403

COURSE TITLE: STRATEGIC MANAGEMENT

DATE: APRIL 2026 **TIME: 2 HOURS**

INSTRUCTIONS TO CANDIDATES

1. SECTION A IS **COMPULSORY.**
2. SECTION B: ANSWER ANY OTHER **TWO** QUESTIONS.
3. **DO NOT** WRITE ANYTHING ON THIS QUESTION PAPER AS IT WILL BE AN EXAM IRREGULARITY.

4. ALL ROUGH WORK SHOULD BE AT THE BACK OF YOUR ANSWER BOOKLET AND CROSSED OUT.

CAUTION: *All exam rooms are under CCTV surveillance during the examination period.*

SECTION A: COMPULSORY

Question One

CompTech Kotote Ltd International is a mid-sized technology, operating in one of the largest cities in Kenya. CompTech has experienced rapid growth over the past five years. However, recent market entrants offering similar products at lower prices have started eroding its market share. The firm provides itself on innovation but operates in a highly cost-sensitive market.

In the context of the above course study,

a) Describe two major competitive strategies that CompTech Kotote should explore in order to come up with one suitable one. **[2 Marks]**

(ii) Identify one of the selected or chosen competitive strategies that the firm should adopt using porter's Generic strategies framework. Justify your recommendation. **[6 Marks]**

b) Conduct a SWOT analysis for CompTech Kotote, describing key internal and external factors that influence its strategy. **[8 Marks]**

c) Examine four measures that should be taken by the management of the firm to monitor and ensure competitive strategies chosen succeed. **[8 Marks]**

d) Propose and explore actionable strategic initiatives to sustain long-term competitive advantage. **[6 Marks]**

SECTION B: ANSWER ANY THREE QUESTIONS

Question Two

Kilimanjaro Breweries Ltd has faced declining profits due to shifts in consumer preferences towards healthier drinks. The board is considering a strategic change toward low-alcohol and non-alcoholic beverages.

Using the above information on strategic change,

a) Explain potential risks and resistance factors that may affect change effectiveness. **[12 Marks]**

b) Evaluate suggestive evaluation mechanisms to ensure strategic objectives are achieved. **[8 Marks]**

Question three

Corporate strategies are established at the highest levels of the organisation and involve a long-range time horizon. Business unit strategies and functional strategies are equally important strategies in every firm.

a) Describe five key functions of corporate strategies. **[10 Marks]**

b) Analyse distinguishing features between business unit strategies and functional strategies **[10 Marks]**

Question Four

Strategic Alternatives are developed to set direction in which human and material resources of business will be applied for a greater chance of achieving selected goals. Global and growth strategies are among key areas within strategic alternatives.

a) Discuss why firms globalise. **[12 Marks]**

b) Explain conditions under harvesting strategies may be considered. **[8 Marks]**

Question five

Strategy formulation is the final step of strategy management process. Strategy formulation and strategy management are inseparable twins.

a) Explain five factors considered in determining business strengths. **[10 Marks]**

b) Discuss factors influencing choice of organisational structure. **[10 Marks]**