



THE CATHOLIC UNIVERSITY OF EASTERN AFRICA
A. M. E. C. E. A

P.O. Box 908
30100 Eldoret - Kenya
Telephone: 0728458276
Fax: 254-20-891084
Email: academics@cuea.edu

GABA CAMPUS - ELDORET

MAIN EXAMINATION

SEPTEMBER – DECEMBER 2021 TRIMESTER

SCHOOL OF BUSINESS

ORDINARY DIPLOMA IN BUSINESS MANAGEMENT

DEPARTMENT OF MARKETING AND MANAGEMENT

CMD 094: BUSINESS AND COMPETITIVE STRATEGY

Date: December 2021	Duration: 2 Hours
----------------------------	--------------------------

Instructions: Answer Question ONE and any other TWO questions
--

QUESTION ONE

- a) Highlight FIVE features of a business environment. **(10 marks)**
- b) Describe the FIVE P's of strategy as espoused by Mintzberg. **(10 marks)**
- c) Name FOUR key stakeholder groups to a business of your choice indicating their interests in the business. **(10 marks)**

QUESTION TWO

- a) Define strategic management, hence describe the critical tasks involved in strategic management **(12 marks)**
- b) Justify the increased growth in importance of strategic planning among business organizations in the last four decades **(8 marks)**

QUESTION THREE

- a) Strategic issues typically call for strategic management attention. Analyze characteristics of such (Strategic) issues **(10 marks)**
- b) Describe the three levels of strategy **(10 marks)**

QUESTION FOUR

- a) Businesses in their pursuit for competitive advantage must pay attention to their environment both internal and external. Highlight any FIVE environmental factors that such businesses should pay attention. **(10 marks)**

CUEA/ACD/EXM/SEPT – DEC 2021/GABA/DIPLOMA

ISO 9001:2015 Certified by the Kenyan Bureau of Standards

Page 1

- b) Describe the components of an effective mission statement **(10 marks)**

QUESTION FIVE

- a) Objectives are a firms performance targets; the results and outcomes it wants to achieve.
- i) Enumerate the characteristic of strategic objectives **(10 marks)**
 - ii) Identify any FIVE objective potential to a business of your choice **(10 marks)**

END