



UNIVERSITY OF NAIROBI

MODULE II PROGRAMME - 2011/2012
(MOMBASA EVENING)

FOURTH YEAR EXAMINATIONS FOR THE DEGREE OF BACHELOR OF
COMMERCE

DBA 401 : STRATEGIC MANAGEMENT

DATE: AUGUST 11, 2012

TIME: 2.00PM - 4.00PM

INSTRUCTIONS:

1. Answer any FOUR(4) questions
2. ALL questions carry equal marks

- Q1. Strategic management has become a popular subject lately in management. What explains this popularity?
- Q2. Identify and describe the roles in the three levels of strategy in an organization
- i) Corporate level
 - ii) Business level
 - iii) Functional level
- Q3. Distinguish between competitor and customer analysis. What are the main features of each?
- Q4. a) Using relevant examples, describe the key concerns in strategy institutionalization.
b) How does institutionalization differ from operationalization of strategy?
- Q5. a) * Discuss the key steps in strategy evaluation.
b) Comment on whether evaluation is different from strategy control?

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UNIVERSITY OF NAIROBI

MODULE II EXAMINATIONS 2011/2012
(NAIROBI - DAY)

FOURTH YEAR EXAMINATIONS FOR THE DEGREE OF BACHELOR OF
COMMERCE

DBA 401: STRATEGIC MANAGEMENT

DATE: APRIL 23, 2012

TIME: 9.00 A.M. - 11.00 A.M.

INSTRUCTIONS:

1. Attempt Question ONE and any other TWO Questions.
2. Marks are indicated.
3. Use of good handwriting, grammar and Spelling is essential.

QUESTION ONE: (COMPULSORY)

- (a) "The Concepts of Competitive Advantage, Distinctive Capabilities and Strategic Fit are key to understanding Strategic Management". Discuss. [15 marks]
- (b) Your post graduation job search is a strategic decision. Using the strategic management model, explain how the model would help you to identify and secure the most promising position in a reputable organization. [15 marks]

QUESTION TWO:

- (a) What are the merits and demerits of portfolio analysis. [10 marks]
- (b) What determines the sustainability of a firm's distinctive competencies? [10 marks]

QUESTION THREE:

"A Business unit can implement a competitive strategy either offensively or defensively". Discuss. [20 marks]

QUESTION FOUR:

Briefly outline the components of strategy implementation according to McKinsey and explain how they contribute to effective execution of a strategy. [20 marks]

Question Two

"Organizations which are strategic in their decisions are likely to perform better than organizations which are not". Do you agree with this statement. Discuss. (20 marks)

- Importance of Strategic
 - Reduce resistance to change
 - Measurement of managerial performance
 - Better decision making
 - Established priorities
 - Attract investment
 - Risk evaluation
 - Job design

Question Three

SWOT Analysis is a strategic management tool used by managers to "dissect" an organization's operations. Explain. (20 marks)

Question Four

Explain key areas which are normally taken into consideration during the evaluation and monitoring of a strategic plan. (20 marks)

- External performance
- Internal environment
- Taking corrective action

Question Five

What are the pillars of Kenyan vision 2030 and have they been projected into the strategies of organization's in Kenya in your view? Discuss. (20 marks)

Pillars



UNIVERSITY OF NAIROBI

MODULE II DEGREE PROGRAMME - 2011/2012
(KISUMU)

FOURTH YEAR EXAMINATIONS FOR THE DEGREE OF BACHELOR OF COMMERCE

DBA 401: STRATEGIC MANAGEMENT

DATE: DECEMBER 11, 2012

TIME: 6.00 P.M. - 8.00 P.M.

INSTRUCTIONS:

Answer question ONE and any THREE others
Time allowed : 2 hours
Do not write on the question paper

QUESTION ONE (Compulsory)

- a) Describe the strategic management process in a typical organization clearly highlighting the focus of each step in the process. (12.5 marks)
- b) Explain the relevance of the external environment to an organization and briefly describe three recent changes in Kenya's macro-environment that have had implications to players in the banking industry. (12.5 marks)

*formulation
mission
objectives
implementation
evaluation*

ATM,

QUESTION TWO

Define strategy and distinguish the various levels of strategy in organizations. Use local examples to support your answer. (15 marks)

QUESTION THREE

Explain the value of internal analysis during an organization's strategy process clearly highlighting the focus of any THREE approaches to internal analysis. (15 marks)

*BUWLS
- Corporate
- Business
- Functional*

QUESTION FOUR

Distinguish between cost leadership and differentiation as bases of strategic choice clearly explaining the focus of organizations in each basis. (15 marks)

QUESTION FIVE

Highlight the principal tasks of effective strategy implementation and differentiate between institutionalization and operationalization of strategy. (15 marks)

*- Building a capable org
- Building a core competence
- Inst
- Making org structure to strategy*

QUESTION SIX

Discuss the key features of strategic management of public sector organizations in Kenya. (15 marks)

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UNIVERSITY OF NAIROBI



MODULE II EXAMINATIONS 2011/2012
(NAIROBI - DAY)

FOURTH YEAR EXAMINATIONS FOR THE DEGREE OF
BACHELOR OF COMMERCE

DBA 401: STRATEGIC MANAGEMENT

DATE: AUGUST 6, 2012

TIME: 2.00 P.M. - 4.00 P.M.

INSTRUCTIONS:

1. Answer THREE Questions
2. Question ONE is COMPULSORY
3. TIME: 2 HOURS

QUESTION ONE – CASE SCENARIO

14 @ INTRODUCTION

The vocabulary of strategy

TERM	DEFINITION	A PERSONAL EXAMPLE
Mission	Overriding purpose in line with the values or expectations of stakeholders	Be healthy and fit
Vision or strategic intent	Desired future state: the aspiration of the organisation	To run the London Marathon
Goal	General statement of aim or purpose	Low weight and strengthen muscles
Objectives	Quantification (if possible) or more precise statement of the goal	Lose 10 pounds by 1 September and run the Marathon next year
Core competences	Resources, processes or skills which provide 'competitive advantage'	Proximity to a fitness centre, supportive family and friends and past experience of successful diet
Strategies	Long-term direction	Associate with a collaborative network (e.g. join running club), exercise regularly, compete in marathons locally; stick to appropriate diet
Strategic architecture	Combination of resources, processes and competences to put strategy into effect	Specific exercise and diet regimes, appropriate training facilities, etc.
Control	The monitoring of action steps to: <ul style="list-style-type: none"> o assess effectiveness of strategies and actions o modify strategies and/or 	Monitor weight, miles run and measure times; if progress satisfactory, do nothing; if not, consider other strategies and

Required:

Using this illustration as an example and referring to Exhibit 1.1, note down and explain examples of the vocabulary of strategy in a company or public service organization of your choice. [40 marks]

QUESTION TWO

"Strategic Management is just a model of thought". Explain the Basic Model of Strategic Management and how top performing organizations have achieved high level of success – using this model. [15 marks]

QUESTION THREE

Perform the environmental scanning for the School of Business, University of Nairobi and suggest the strategic move the school should make to become the best business school in Africa. [15 marks]

QUESTION FOUR

Elaborate the use of the four perspectives in the Balanced Score card by Kaplan and Norton in strategy implementation and suggest areas of improvement if any. [15 marks]

QUESTION FIVE

Describe the effect of the 3 pillars of Kenya Vision 2030 as a strategic management tool. [15 marks]