

**BONDO UNIVERSITY
UNIVERSITY EXAMINATIONS 2012/2013
FOURTH YEAR FIRST SEMESTER EXAMINATION FOR THE DEGREE OF
BACHALOR OF BUSINESS ADMINISTRATION
ABA 405: STRATEGIC MANAGEMENT**

KISUMU LEARNING CENTRE

DATE:

TIME:

Instructions:

ANSWER question ONE and any other TWO questions.

Question 1

- a) "Strategy formulation is the easy part. The real challenge for management is in strategy implementation." Critically discuss this statement with particular reference to obstacles to effective strategy implementation. (15 marks)
- b) Outline the major elements in the following schools of thought on strategy formation.
 - i) The Design School (5 marks)
 - ii) The Entrepreneurial School. (5 marks)
 - iii) The Learning School. (5 marks)

Question 2

Evaluate 4 methods/Techniques for organizational appraisal. (15 marks)

Question 3

- a) Firms have many resources which give them competitive advantage. Discuss 7 factors which make resources valuable. (7 marks)
- b) Using the concept of Resource Based View (RBV), explain the notion of 3 basic types of resources that create the building blocks for distinctive competencies. (8 marks)

Question 4

- a) Why is 'strategic planning' not necessary 'strategic management' (5 marks)
- b) Explain five characteristics of strategic decisions. (5 marks)
- c) Discuss five factors which make strategic management a complex task. (5 marks)

Question 5

Discuss Michael Porter's model for determining competitive intensity in an industry. (15 marks)