



# MASENO UNIVERSITY

## UNIVERSITY EXAMINATIONS 2017/2018

### FOURTH YEAR FIRST SEMESTER EXAMINATION FOR THE DEGREE OF BACHELOR OF BUSINESS ADMINISTRATION WITH INFORMATION TECHNOLOGY

#### MAIN CAMPUS

#### ABA 405: STRATEGIC MANAGEMENT

Date: 19<sup>th</sup> February, 2018

Time: 12.00 - 3.00pm

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#### INSTRUCTIONS:

- Answer Question ONE and any other THREE



### Question One

- a) Describe how an organization can practice strategic management in reducing future uncertainties. (7 ½ marks)
- b) “Over the years, the practice of strategy has evolved through phases”. Explain this statement giving a detailed account of each phase and explaining the perceived failure of the previous phase. (10marks)
- c) According to Mintzberg, the word strategy has for long been use implicitly in different ways. Explain. (7 ½ marks)

### Question Two

Discuss how the Porter generic strategies can be applied to products in all industries and to organizations of all sizes. (15marks)

### Question Three

Using practical examples, discuss the various dimension of grand strategies (15marks)

### Question Four

- a) Explain how value chain can be used to identify the strengths and weaknesses of an organization. (7marks)
- b) Preparation of Vision, Mission, Goals and Objectives have been identified by some experts as the most important strategy making task. Explain (8marks)

### Question Five

When implementing strategy, it is important that there is a match between structure and strategy and also a match between strategy and culture. What may happen to an organization where such match(fit) is not maintained? (15marks)

### Question Six

Strategic control is a type of “steering control” Organizations have to track the strategy as it is being implemented, detect any problems or changes in the predictions made and make necessary adjustments. Discuss this giving emphasis to “ Schreyogg and Stermann, 1987 model” . (15marks)