



MASENO UNIVERSITY

UNIVERSITY EXAMINATIONS 2012/2013

FIRST YEAR FIRST SEMESTER EXAMINATIONS FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (HOMA BAY CAMPUS)

MBA 808: STRATEGIC MANAGEMENT

Date: 27th July, 2013

Time: 9.00 – 12.00 noon

INSTRUCTIONS:

- ◆ Answer ANY FOUR questions.
- ◆ All questions carry equal marks.

QUESTION ONE

- a. Corporate strategy helps to exercise the choice of direction that an organization adopts. This could be a small business firm involved in a single business or a large, complex and diversified conglomerate with several different businesses. The corporate strategy in both these cases would be about the basic direction of the firm as a whole. Strategic management gurus discern four strategic alternatives available to a manager of whatever type. Discuss each of the four strategic alternatives (8 marks).
- b. The governor of your county has recently learnt that you are taking a Master's degree in Strategic management at Maseno University. He has requested you to help him come up with a winning formula for leveraging the resources in the county. Using the three key elements of strategic planning, advice the governor on the strategic focus his county should take to leverage the resources in his county. Use illustrations in each case (7 marks)

QUESTION TWO

- a. Your Strategic Management lecturer at your University has requested you to prepare a talk to be delivered to a management workshop at Homabay Resort. Prepare an outline of the talk on the following areas:
 - I. Enthusiasm and transmitting organizational culture for high team performance (3 marks)
 - II. Key leadership characteristics to inculcate high team performance (3 marks)
 - III. Types of rewards available for motivating high team performance (3 marks)
- b. Strategy should not be implemented before a proper evaluation has taken place. Propose the criteria or principle of strategy evaluation as a basis for testing any strategy (6marks)

QUESTION THREE

You are a member of a consultant team that has been hired to help a large multinational information technology company to increase profitability. The company has a wide range of products reaching from hardware to IT services. It focuses on both market-driven as well as technology-driven innovation. The company operates in a fiercely competitive environment. In recent years, the company has tried to fight decreasing revenues with increased R&D expenditures. However, the results are not kicking in. The executive board of the company would like you to initiate a turnaround strategy.

- a) Discuss the relevance of the BCG growth-share matrix to your predicament (9 marks).
- b) Discuss the relevance of the Porter's Generic strategies to the multinational company's situation (6 marks)

QUESTION FOUR

Write short notes on any three of the following: (15 marks)

- (a) Industry Analysis (5 marks)
- (b) Balanced Score Card (BSC) (5 marks)
- (c) Divestment Strategy (5 marks)
- (d) SWOT analysis (5marks)

QUESTION FIVE

- a. The challenging dynamics of building government organizations that are designed to be responsive, accountable, and innovative and performance driven can be better understood through the concept of value creation. Michael Porter's value creation model using the Value Chain illustrates how all the activities of an organization fit together and how capabilities can be identified and leveraged through key linkages that improve customer value. Discuss the components of a value chain for a government organization of your choice. (9 Marks)
- b. The Nyobundu Company has been doing badly in terms of sales turnover and general profitability. You have been appointed chief consultant to attempt to review the ailing company. You decide to start by assessing the capabilities of the company. Define the term capabilities and discuss four methods by which the company can grow her capabilities. (6 marks)

QUESTION SIX

- I. Discuss the evolution of strategic management thought pertinent in strategic management literature (10 marks)
- II. Discuss the components of a macro environmental analysis for a company of your choice (5marks).