



MASEÑO UNIVERSITY

UNIVERSITY EXAMINATIONS 2012/2013

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

MBA 849: ADVANCED STRATEGIC MANAGEMENT

Date: 4th August, 2013

Time: 2.00 – 5.00pm

INSTRUCTIONS:

- ♦ Answer QUESTION ONE and any other THREE questions.

Question 1

The Strategic Success Hypothesis states that optimum performance will be realized when Strategic Aggressiveness and General management Capability Responsiveness are aligned with the Environmental Turbulence.

Outline the major elements of this hypothesis (15 marks)

Question 2

A more recent theory in strategic management is the knowledge-based view of the firm developed by (Barney, 1991; Grant, 1996; Kogut & Zander, 1992) and others.

Discuss the difference in explanation of profitability of the resource-based view of the firm the Knowledge based view and the resource-based view of the firm.

(15 marks)

Question 3

a) Outline the barriers that might impede successful strategy execution. (5 marks)

b) Discuss the following concepts

i) Strategy development. (5 marks)

ii) Strategic drift (5 marks)

Question 4

According to Mintzberg, strategists are like blind men who are feeling parts of an elephant and strategy formation is like the elephant thumping across the dessert; the subject area is comprised of different views that make up that elephant. Describe the following schools of thought on strategy formation, clearly depicting their premise

a) cognitive school (5 marks)

b) learning school (5 marks)

c) power school (5 marks)

Question 5

Critically discuss the theoretical foundations of strategic management as an academic discipline.

(15 marks)

Question 6

Outline the elements of each of the following models of strategy.

(a) Linear model of strategy 5 marks

(b) Adaptive model of strategy 5 marks

(c) Interpretive model of strategy 5 marks