



# MASENO UNIVERSITY

## UNIVERSITY EXAMINATIONS 2012/2013

### FIRST YEAR SECOND SEMESTER EXAMINATIONS FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (CITY CAMPUS - EVENING)

#### **MBA 808: STRATEGIC MANAGEMENT**

*Date: 19<sup>th</sup> July, 2013*

*Time: 5.30 - 8.30 p.m.*

---

#### INSTRUCTIONS:

1. Attempt ANY FOUR questions
2. All questions carry equal marks.

### QUESTION 1

- a) Michel Joseph, the former CEO Safaricom K. Ltd and Bharat, the CEO of Airtel K. Ltd went strolling in Ngong Hills one evening. A few metres into the forest, Michael Joseph removed a pair of running boots from his rack sack and started wearing them replacing them with the open sandals he had put on. Bharat quipped at Michael Joseph, "What do you think you are doing? Do you believe you can run faster than a bear? Michael Joseph replied, I may not be able to out run a bear, but when it comes, at least I will outrun you." In the context of this story advance the concept of strategic thinking. (5mks)
- b) Henry Mintzberg advises managers to stop attaching simplistic meanings to the word strategy. Explain his proposition (5mks)
- c) Write short notes on the following
- i. Strategic drift
  - ii. Strategic fit (5mks)

### QUESTION 2

- a) Honda is a Japanese firm. During its assumption of the US and UK markets, it assumed that the larger two brands of its four brands of motorbikes were going to carry the day because the geographical distances expected to be covered by these bikes there was expanse. Honda went to the market with a planned strategy to sell the large high capacity bikes. On the contrary, the small size motor bikes appealed to the market and immediately, Honda had to operationalize this new development. Explain the strategic approach Honda adopted and give its merits over planned strategy. (5mks)

### QUESTION 3

You are the new Vice Chancellor of Queensland University of Kenya (QUK), university specializing in training manpower, research and development in foreign languages and culture. You have a five year term for which you wish to draw a new strategic plan for the university. Initiate the plan by describing the following

- a) the mission of QUK
- b) the vision of QUK
- c) the Core values of QUK
- d) two objectives for QUK crafted around dissimilar result areas
- e) A strategy each, for achieving the objectives above (15mks)

#### QUESTION 4

a) Explain how corporate level strategies of Maseno University would differ from functional level strategies of one of the departments of Kisumu Hotel. (10mks)

b) Examine the areas the corporate managers of Kibos Sugar and Allied Industries are likely to focus on when setting the organization's objectives..

(5mks)

4:a) The Value Chain comprises activities that deliver value to customers. Discuss what activities comprise "value chain" in an organization (10mks)

b) Briefly explain the common pitfalls in strategy implementation (5 mks)

5: Strategic Management is a concept strange to the church. Debate this statement. (15mks)

6: Mergers and Acquisitions are some of the common forms of horizontal integration in Kenya today. Explain the advantages of Mergers highlighting examples from Kenya. (15mks)