



# MASENO UNIVERSITY

## UNIVERSITY EXAMINATIONS 2012/2013

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

#### **MBA 849: ADVANCED STRATEGIC MANAGEMENT**

*Date: 17<sup>th</sup> July, 2013*

*Time: 5.30 – 8.30 p.m.*

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#### **INSTRUCTIONS:**

- ♦ Answer Question ONE and any other THREE questions.

**Question 1**

A more recent theory in strategic management is the resource-based view of the firm developed by Wernerfelt (1984), Rumelt (1984), Barney (1991) and others.

Discuss the difference in explanation of profitability of Porter's five forces and the resource-based view. (15 marks)

**Question 2**

- a) Analyze what is meant by the term 'strategic drift.' (7 marks)
- b) Appraise how effective change management can address strategic drift. (8 marks)

**Question 3**

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 desert; 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) cultural school (5 marks)
- b) environmental school (5 marks)
- c) configuration school (5 marks)

**Question 4**

With regards to the Strategic Success Hypothesis Ansoff (1965), outline the chief executive profiles for the various levels of environmental turbulence

(15 marks)

**Question 5**

Giving due attention to the tenets of a "theory", assess 'Strategic Management' as a theoretical field of study. (15 Marks)

**Question 6**

Critically appraise the following models of strategy development. Critically appraise the following models of strategy development.

- a) Strategy Fit Models (8 marks)
- b) Strategy Stretch Models (7 marks)