



UNIVERSITY OF EMBU

2017/2018 ACADEMIC YEAR

TRIMESTER EXAMINATIONS

TRIMESTER EXAMINATION FOR THE DEGREE OF MASTERS

OF BUSINESS ADMINISTRATION

DSM 601: STRATEGIC MANAGEMENT

DATE: AUGUST 8, 2018

TIME: 4:00-7:00PM

INSTRUCTIONS:

Answer Question ONE and ANY Other THREE Questions.

QUESTION ONE (25 MARKS)

The Kiambu Water and Sewerage Company (KIWASCO) launched its strategic plan in March, 2006. The vision and mission were given as follows (Daily Nation: 8th March, p.38:

Vision

“The company envisions itself serving the entire municipality with clean and adequate water. This means extending services to the remaining area (27 square Kilometers), which includes Kanunga, Ndumberi and Technology wards”

Mission

KIWASCO recognizes the social, health and economic importance of providing clean and adequate water and sanitation services right into the compounds of all Kiambu Municipality customers.”

- a) Give a critique of the vision and mission statements (10 marks)
- b) Clearly point out the essence of good organizational vision and mission (10 marks)
- c) Assist the management of KWASCO to set FIVE critical objectives (5 marks)



QUESTION TWO (25 MARKS)

For Organizations capability to thrive and succeed in the market place is influenced by its capability to match the market demand with its internal capability. A critical consideration as to whether it is necessary to change an existing strategy is asking how well the strategy is working. SWOT analysis provides a good base in this evaluation.

Required:

- a) Using suitable example(s), illustrate the various issues addressed by SWOT analysis. (15 marks)
- b) Discuss the three levels of strategy giving relevant examples from an organization of your choice. (10 marks)

QUESTION THREE (25 MARKS)

- a) Briefly describe the functional and value chain approach to internal analysis (20 marks)
- b) Of what importance is such analysis to an organization (5 marks)

QUESTION FOUR (25 MARKS)

Industry analysis is important in understanding the possible sources of firm's opportunities as well as threats.

- a) Using relevant examples, discuss Michael Porters five forces tool for industry analysis. (20 marks)
- b) Explain the main sources of barriers to entry in an industry? (5 marks)

QUESTION FIVE (25 MARKS)

With the aid of relevant examples in Kenya, discuss the BCG growth-share portfolio matrix. In what ways does this model compare to the product life cycle model?

(25 marks)

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