



**KENYATTA UNIVERSITY**

**UNIVERSITY EXAMINATIONS 2016/2017**

**SECOND SEMESTER EXAMINATION FOR THE DEGREE OF DOCTOR OF  
PHILOSOPHY (STRATEGIC MANAGEMENT)**

**BBA 933: STRATEGIC MANAGEMENT SEMINAR**

**DATE: Monday 8<sup>th</sup> May 2017**

**TIME: 5.30p.m-8.30p.m**

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**INSTRUCTIONS:**

ANSWER ALL QUESTIONS

Question One

Discuss using theoretical and empirical evidence the state of consensus so far attained in the understanding of:

- i) The concept of strategy (6 marks)
- ii) The concept of strategic thinking (6 marks)
- iii) The constructs used to describe the phenomenon of strategic management. (8 marks)

Question Two

The RBV approach has received wide recognition in explaining the path to a firm's performance.

Required:

- i) What are the main postulates of the RBV theory to strategic management (5 marks)
- ii) Explain the concept of resource configuration from the RBV point of view. (5 marks)
- iii) Compare and contrast the concepts of capabilities and competences. (10 marks)

Question Three

Recent scholarship has not been able to provide a conversions on the assessment of competitive advantage.

Required:

- i) What is the theoretical understanding of the construct of competitive advantage. (4 marks)
- ii) What are the practical indicators of an organizations set of sustainable competitive advantage? (8 marks)
- iii) Why is it that sustainable competitive advantage is so hard to attain? (8 marks)

Question Four

Top management teams have the potential to determine the future of organizations

Required:

- i) Identify and explain the theoretical basis of the upper Echeton School of Management. (5 marks)
- ii) What TMT attributes are likely to influence firm performance? (7 marks)
- iii) Discuss the role of managerial cognitions in the TMT decision making process. (8 marks)

Question Five

Interorganizational networks are gaining currency in the strategic management literature.

Required:

- i) What are inter-firm Network? (4 marks)
- ii) What is the theoretical basis of these networks? (6 marks)
- iii) What forms do the networks take especially among multinational enterprises. (10 marks)