



KENYATTA UNIVERSITY

UNIVERSITY EXAMINATIONS 2018/2019

SECOND SEMESTER EXAMINATION FOR THE DEGREE OF MASTER OF BUSINESS

ADMINISTRATION

BBA 823: STRATEGIC MANAGEMENT

DATE: Wednesday, 27th March 2019

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

INSTRUCTIONS:

Answer question ONE and any other THREE questions.

QUESTION ONE

XYZ Company is a high performance computing firm. This client delivers high performance server and storage solutions along with professional services and support that enable its customers to overcome the challenges of complex data intensive workflows and accelerate breakthrough discoveries, innovation and information transformation. The company is currently undertaking growth strategy.

In the midst of a growth strategy, this event realized that they needed an objective party to examine their people and processes to identify areas for improvement. They engaged leadership strategies group to perform an organizational assessment. During the assessment, LSG consultants discovered that, although technically competent, many of their managers possessed undeveloped management and leadership skills. As managers, their underdeveloped skills were impeding their individual success as well as the success of their direct report and business units. The client wanted an effective and cost effective way to improve the performance of their managers, those reporting to managers and managers' business units.

Required

- i. Using practical examples, discuss any four growth strategies that XYZ Company is likely to adopt. (10 marks)

- ii. Using examples, discuss any four practical solutions that can be used to address the leadership challenges facing XYZ company. (10 marks)
- iii. Discuss the role of TOP management in ensuring effective strategy implementation in all organizations such as XYZ. (10 marks)

QUESTION TWO

- i. Discuss any four limitations of SWOT analysis as an environmental analysis tool. (4 marks)
- ii. Using examples, discuss any 4 dimensions of a good mission statement. (6 marks)

QUESTION THREE

Ali has recently won Kshs.100,000,000 in the recently concluded Bet-in competition. He is considering investing in the Matatu sector. Using Michael Porter five forces, discuss if Matatu sector is a lucrative sector to invest in.. (10 marks)

QUESTION FOUR

- i. Discuss the strategic managerial process using appropriate examples. (8 marks)
- ii. According to Chaudler (1962) "Structure follows strategy". Discuss (2 marks)

QUESTION FIVE

Using examples, discuss the use of a BCG Matrix as a tool for strategy choice and analysis. (10 marks)