

UNIVERSITY EXAMINATION

CHUKA



UNIVERSITY

RESIT/SPECIAL EXAMINATIONS

EXAMINATION FOR THE AWARD OF DEGREE OF MASTER OF BUSINESS
MANAGEMENT

MBAD 881: STRATEGIC MANAGEMENT

STREAMS:

TIME: 2 HOURS

DAY/DATE: WEDNESDAY 05/05/2021

2.30 P.M – 4.30 P.M

INSTRUCTIONS:

Answer ALL the Questions

QUESTION ONE

Routes to take when Implementing Strategy

Over the years, implementation of strategy remains the number one challenge facing most managers. These managers feel that their organizations need to improve their speed of implementation. Unfortunately there is a lot of buck-passing in strategy implementation. On one hand, CEOs think that managers are not doing enough to get moving ahead. On the other hand, managers believe that the board and CEOs need to do more especially in resource allocation.

The functional level managers who are often the implementers feel that the main challenge has to do with leadership. These implementers want a leadership that involves them more from the planning stage. Most believe that their involvement from the onset would simplify the execution phase by weathering off resistance. Poor communication throughout the strategy making and execution process is also seen as causing turbulence in the execution waters. Without implementation, even the best strategy are as useless as no strategy.

Managers know that the planning aspect of any strategy is important; however it is not enough to come up with a great plan, launch it and fail in its implementation. Once all the choices are thought through, the difficult task starts-that of putting the strategy into action. Implementation

has been described as the highway to organizational performance. The execution process involves many aspects of the organization. As such, everything that happens in an organization on a daily basis should be a reflection of its chosen strategic direction.

Implementing new strategies, new processes, and new products is a challenging task. A key element of a strategy implementation process is a plan of action that shows what will be done, by who, by when, and the resource requirement. By closely following through the actions as a team, making any required adjustments; organizations can fast track their strategy execution and sail through the life of the organization with less turbulence.

Questions

- a) The author observes “A key element of a strategy implementation process is a plan of action”. Explain the importance of drafting a strategic plan to the organization.
(10marks)
- b) Operationalization of strategy is a key aspect of strategy implementation. Discuss the key issues for successful operationalization of a strategy. (10marks)
- c) Implementation of strategy is often a challenging task to many managers. Explain the internal and external factors that pose a challenge to implementation of a strategy. (10mks)
- d) “Organizations can fast track their strategy execution and sail through the life of the organization with less turbulence”. Discuss. (10 marks)

Question Two

Recently, many organizations both in the private and public sector in Kenya, are undergoing through major strategic restructuring and re-organization.

- i. Explain the reasons for the above phenomenon. (10marks)
- ii. Discuss any five strategies that organizations can use to manage change for competitive advantage. (10 marks)

Question Three

- a) Demonstrate how Porter’s five forces model can be used in analyzing the industry for purposes of effective strategy formulation. (10marks)
- b) Explain any Five factors which may influence strategic choice. (10marks)

Question Four

- a) Strategy deals with organizational objectives, its environment and resource deployment. Giving examples, explain five ways in which strategy is of value to a business organization. (10marks)
- b) Analyze any five major information areas which a mission statement should contain.

(10marks)
