

**CHUKA**



**UNIVERSITY**

**UNIVERSITY EXAMINATIONS**

**EXAMINATION FOR THE AWARD OF DEGREE OF  
MASTERS OF BUSINESS MANAGEMENT**

**MBAD 881: STRATEGIC MANAGEMENT**

**STREAMS: MBAD YIS2**

**TIME: 3 HOURS**

**DAY/DATE: FRIDAY 09/08/2019**

**8.30 AM – 11.30 AM**

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**INSTRUCTIONS:**

**ANSWER ALL QUESTIONS**

**Question One (40 Marks)**

**Read the below case study and answer the questions that follow**

The delivery of county services to mwananchi has been a major concern since the inception of devolution as a strategy of governance. How services are delivered is an issue of concern to all Kenyans. To improve access to services, there is need for increased investment in all the sectors. Matching resource availability to investment demands is, however, a challenge to many county governments. The game-changer will be increased public funding, hinged on self-financing through appropriate policies. Efforts to increase access have to be reinforced by effectively translating growing investments into impact and value for money. This can only be achieved on the basis of elaborate investment and financing plans, which should, ideally, target underserved areas.

To enhance service delivery, it is recommended that county governments monitor compliance with standards, including the design, construction, operation and maintenance of facilities for the provision of services. Monitoring progress in the implementation of the county strategies will be crucial in the achievement of goals. Establishing a mechanism for handling complaints from the constituents regarding the quality or nature of services is also prudent.

- (a) Explain why the delivery of county services to the people has been a major concern since the inception of devolution as a strategy of governance. [10 marks]
- (b) Discuss the strategies you would recommend to the county management board to improve service delivery. [10 marks]

- (c) Explain the importance of conducting monitoring and control of strategy implementation to the county government. [10 marks]
- (d) Explain the role of the corporate level managers in planning. [10 marks]

### **Question Two**

You have been appointed as the head of strategy in the ministry of Finance and planning. Respond to the below strategic issues in the ministry.

- (i) The relationship between the ministry and its external environment. [10 marks]
- (ii) The importance of strategic planning in achieving the goals of the ministry. [10 marks]

### **Question Three**

- (a) Discuss the significance of carrying out Business Portfolio Analysis to an organization in the services sector. [10 marks]
- (b) It is unlikely for strategy to be realistic without conducting an internal analysis of the firm. Explain the importance of internal analysis in strategy formulation. [10 marks]

### **Question Four**

- (a) Operationalization of strategy involves recasting and translating the strategy into shorter time frames appropriate for implementation. Discuss the key activities and tasks involved in operationalization of a strategy. [10 marks]
  - (b) Top executives set a clear vision of what the ideal customer experience looks like and why the organization must transform. Explain the importance of crafting a clear vision and mission in strategy formulation. [10 marks]
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