

CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS

THARAKA UNIVERSITY COLLEGE

**EXAMINATION FOR THE AWARD OF DEGREE OF MASTER OF BUSINESS
ADMINISTRATION**

MBAD 881: STRATEGIC MANAGEMENT

STREAMS: MBAD Y1S2

TIME: 3 HOURS

DAY/DATE: FRIDAY 06/12/2019

8.30 A.M. – 11.30 A.M.

INSTRUCTIONS:

- **Answer question one (compulsory) and any other three questions.**

QUESTION ONE (20 MARKS)

Planning is a basic management function in which a firm's future outcomes are determined. Mrs Isanya, a former employee of a shoe making company intends to start a shoe shop. However, she does not know how to set business mission and objectives/goals.

- Discuss with her, the key factors of an enduring mission statement. (4 marks)
- Explain to her the characteristics of good organizational objectives. (6 marks)
- Explain to her the value of setting business goals. (10 marks)

QUESTION TWO (20 MARKS)

Strategic planning is a formalized, long range step by step process which entails addressing several issues which are likely to affect an enterprise's future.

- Briefly explain to the client, the difference between strategy and strategic management. (5 marks)
- As a strategic management consultant, take a client who has approached you through the strategic management process. (15 marks)

QUESTION THREE (20 MARKS)

According to Mintberg, strategists are blind men who are seeing parts of an elephant and strategy formulation like the elephants thumping across the dessert. Describe the schools of strategy and describe their premise. (20 marks)

QUESTION FOUR (20 MARKS)

- (a) Explain what you understand by strategy hierarchy. (5 marks)
- (b) Explain the levels of involvement in strategic management and the role of staff at each level. (15 marks)

QUESTION FIVE (20 MARKS)

- (a) Outline fundamental differences between outside-in and inside-out of thinking about strategic management and their influence on strategy. (10 marks)
 - (b) Differentiate the following score cards as applied in strategic management.
 - (i) Balanced score card
 - (ii) Strategic score card
 - (iii) Operational score card (10 marks)
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