
CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS

EXAMINATION FOR THE AWARD OF MASTER OF BUSINESS ADMINISTRATION

MBAD 881: STRATEGIC MANAGEMENT

STREAMS: MSC

TIME: 3 HOURS

DAY/DATE: MONDAY 6/08/2018

2.30 P.M - 5.30 P.M.

INSTRUCTIONS:

- **Answer ALL Questions.**
- **Do not write anything on the question paper**

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

Innovation, Business Strategy key to Realizing Financial Inclusion Goal by Telcos in Kenya.

Experts have argued eloquently that policy and regulatory interventions are necessary in the interoperability sphere that is now becoming a by-word for telcos in Kenya. Interoperability allows for the unrestricted sharing of resources between different systems, thus allows the exchange of information and resources between different computers. There has been a push to get telcos in Kenya to allow their mobile money systems to interoperate.

Recently, telcos themselves have been negotiating and have reached commercial agreements on how they will make this work. The concern however, is whether the regulations will benefit consumers.

From a strategic point of view, consumers expect that the firms will come with competing innovations and business strategies that allow a free choice. We are a free market in which different business strategies should be allowed to compete freely without being hampered by regulation.

A better future in the mobile business will be crafted on the platforms of innovation and killer business strategy. Equitel for instance has proved something about business strategy. It's a success story that has been built in the same market that other competitors appeared afraid on unwilling to take risks in. it offers its customers creditable choices and alternatives.

MBAD 881

Relying on regulation to address market competition is akin to equally sharing out marks between students who have been to the same classes and sat the same exam. It would be plainly unfair.

Questions

- (a) In your view, do you think that close policy and regulatory interventions by the government are beneficial to the growth of telcom business in Kenya? Explain. [5 Marks]
- (b) Explain the competing corporate strategies that telcom firms can use for competitive advantage. [7 Marks]
- (c) Other than regulation, discuss other external factors affecting implementation of strategies by telcom firms in Kenya. [7 Marks]
- (d) As a corporate strategy expert, recommend to Kenyan telcom firms the key drivers for successful strategy implementation. [6 Marks]

QUESTION TWO

- (a) Explain why strategy implementation is often considered the most difficult stage in the strategic management process. [15 Marks]
- (b) Using strategic management orientation, describe how best you can scan the internal capacity of an organization to create a strategic fit between the organization and the environment. [10 Marks]

QUESTION THREE

A new brewing company has recently entered the Kenyan market and has consulted you to develop a strategic plan;

- (a) Develop a vision and mission for the company and explain the importance of each in strategy formulation. [8 Marks]
- (b) Identify some of the opportunities and threats in this company's environment. [8 Marks]
- (c) Using porter's generic strategic model, advice the company how to gain competitive advantage. [9 Marks]

QUESTION FOUR

- (a) Megany Company Limited has developed a strategic plan for 2017-2022. However, the manager of the company does not have an idea of how to incorporate the strategy into the company's activities. Clearly explain how to match the strategies to the company's institutional activities. [10 Marks]
- (b) Discuss the significance of strategic planning to County Governments in Kenya. [8 Marks]

MBAD 881

- (c) You have been invited to educate members of a strategic team on the topic “evaluation and selection of strategic options.” Discuss the factors that would influence the criteria of selecting the best strategic option(s). [7 Marks]
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