



JARAMOGI OGINGA ODINGA UNIVERSITY OF SCIENCE AND TECHNOLOGY
SCHOOL OF BUSINESS & ECONOMICS
UNIVERSITY EXAMINATION FOR THE BACHELOR OF BUSINESS
ADMINISTRATION WITH IT (ACCOUNTING & FINANCE OPTION)
4TH YEAR 1ST SEMESTER 2023/2024 ACADEMIC YEAR
MAIN CAMPUS

COURSE CODE: BAB 1409

COURSE TITLE: STRATEGIC MANAGEMENT

EXAM VENUE:

STREAM: BBA

DATE:

EXAM SESSION:

TIME: 2 HOURS

INSTRUCTIONS

- 1. Answer QUESTION ONE and any other TWO questions**
- 2. Show ALL your workings and be as NEAT as possible.**
- 3. Candidates are advised not to write on the question paper**
- 4. Marks allocated to each question are shown at the end of the question.**

QUESTION ONE

CHRYSLER CORPORATION CASE STUDY

Robert Eaton of Chrysler Corporation succeeded in taking Chrysler from the brink of death in 1989 to record revenues in 1994-1996. Eaton accomplished this through a number of changes ranging from management to product strategy, but began with a change in the mission statement and corporate culture.

“We came up with a statement of purpose, which is to be a car and Truck Company that designs and builds cars people want to buy, enjoy driving, and drive again.” This reflects a leadership

with a more simplistic approach to selling cars. Eaton was trying to get away from the distractions that plagued Chrysler in previous years.

He overhauled the entire management corporate culture. He gave more autonomy to the workers, emphasized teamwork, and cited the importance of “process thinking.” This way of thinking reflected a willingness to take all of the processes of the company apart and restructure them, improving each part as the process continued.

Eaton’s renovated corporate culture focused on the people in the organization. Of this, Eaton said, “It’s how well you train, organize, motivate, and empower those people” that makes the system work. The general manager has several different methods of implementation approaches to choose from.

Source: (Alkhafaji, 2003, pp 214)

Required:

- a) Discuss at least eight steps in which Robert Eaton managed the smooth change in Chrysler Corporation to enable the organization succeed. **(8 marks)**
- b) Explain four main roles of Chrysler Corporation management in the process of strategic implementation. **(8 marks)**
- c) Discuss four constraints that Chrysler Corporation Management could have faced during their strategic formulation and selection **(8 marks)**
- d) Explain at least six areas in which the content of an organizational mission statement would likely, capture. **(6 marks)**

QUESTION TWO

- a) As a Chief Executive Officer (CEO) of a fast growing Enterprise which contemplate extending operation abroad. Discuss five entry methods/options available for you to choose from. **(10 marks)**
- b) Discuss ten events in an organization that are likely to alter or define a company’s strategy. **(10 marks)**

QUESTION THREE

- a) Discuss six ways in which strategy-related policies help enforce strategy implementation. **(12 marks)**
- b) Explain four techniques used by companies to develop an effective corporate culture. **(8 marks)**

QUESTION FOUR

- a) Michael Porters five forces of competition can be used to gain insight into industry’s competitiveness. Discuss with examples the five forces of competition and their importance. **(10 marks)**

- b) Explain ten reasons why firms would globalize or internationalize? **(10 marks)**

QUESTION FIVE

- a) Peter Drucker in his landmark book “the practice of management”, points out that it’s a mistake to manage organization by focusing primarily on one and only one objective. Discuss with examples at least five key areas of objective formulation in an organization. **(10 marks)**
- b) Top management normally develop organization-wide strategies to achieve firms overall objectives. Citing examples explain at least five organization-wide strategies. **(10 marks)**