



JARAMOGI OGINGA ODINGA UNIVERSITY OF SCIENCE AND TECHNOLOGY

SCHOOL OF BUSINESS & ECONOMICS

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

1ST YEAR 2ND SEMESTER 2022/2023 ACADEMIC YEAR

MAIN CAMPUS

COURSE CODE: MBA 808

COURSE TITLE: STRATEGIC MANAGEMENT

EXAM VENUE:

DATE: 20/12/2022

EXAM SESSION: 9.00-12.00NOON

TIME: 3 HOURS

INSTRUCTIONS:

- 1. Answer any 4 questions**

QUESTION ONE

As a manager in charge of a business unit in your company, you have noticed that the competition in the market is so intense and it is no longer business as usual. Using relevant examples discuss Porter's five forces model and how it will help you as a manager to identify the opportunities and threats confronting your unit company (15 marks)

QUESTION TWO

As a strategist, understanding environmental structure is key in organizations strategic direction. Discuss the components of an environmental structure and show its relevance to a business enterprise (15 marks)

QUESTION THREE

Strategic control is the life line of any business enterprise. Using appropriate examples, discuss various steps in control process (7 marks)

b) Control systems in organizations fail. Explain using examples (8 marks)

QUESTION FOUR

As a newly appointed strategy manager in your company, you have realized that the company's stakeholders are complaining.

a) Discuss five stakeholders of a the company and critically examine the root cause of their complains (10 marks)

b) Explains five benefits that accrue to a company that adopts participative approach when engaging its stakeholders (5 marks)

QUESTION FIVE

You are a manager working in a multinational company and you have been posted to a new region to be in charge of strategic management division. The General manager has approached you to write a comprehensive report on strategic management process. Discuss the contents of your report using relevant examples (15 marks)

QUESTION SIX

- a) For long period of time, you have worked both in profit and nonprofit organizations as a Manager in charge of strategy. Explain the similarities and differences of strategy in both contexts and the key skill you utilized to achieve results (10 marks).
- b) As manager in charge of strategy explain five factors that you will consider before engaging in restructuring (5 marks).