



JARAMOGI OGINGA ODINGA UNIVERSITY OF SCIENCE AND TECHNOLOGY
SCHOOL OF BUSINESS & ECONOMICS
UNIVERSITY EXAMINATION FOR THE DEGREE OF BACHELOR OF BUSINESS
ADMINISTRATION WITH IT
4TH YEAR 1ST SEMESTER 2016/2017 ACADEMIC YEAR
MAIN CAMPUS- RESIT

COURSE CODE: ABA 405

COURSE TITLE: STRATEGIC MANAGEMENT

EXAM VENUE: lab 1

STREAM: (BBA FINANCE)

DATE: 05/05/16

EXAM SESSION: 11.30 – 1.30PM

TIME: 2.00 HOURS

Instructions:

- 1. Answer Question ONE (COMPULSORY) and ANY other 2 questions**
- 2. Candidates are advised not to write on the question paper.**
- 3. Candidates must hand in their answer booklets to the invigilator while in the examination room.**

QUESTION ONE

- a) *“All assets can be imitated and, therefore, an unreliable source of competitive advantage”*
Critically discusses the statement in relation to the Resource-Based View (RBV) approach of building a sustainable competitive edge in management of business enterprise. (10 mks)
- b) Explain any five types of strategic control in an organization (10 mks)
- c) The porter’s five forces model usually helps with the structural analysis of the environment. With the help of a diagram explain how this model works (10 mks)

QUESTION TWO

You are a group CEO of Mumias Sugar Company Ltd., the organization has been going through a rapid decline in profit and market share and this has led to cause of concern to the shareholders and the customers. Evaluate 4 methods/Techniques you may apply for organizational appraisal. (20 mks).

QUESTION THREE

- a) Explain any five reasons why strategy implementation may fail in an organization (10 mks)
- b) With the aid of clear examples, distinguish between ‘single-loop’ control and ‘double-loop’ control systems. (10 mks)

QUESTION FOUR

A **value chain** is a set of activities that a firm operating in a specific industry performs in order to deliver a valuable product or service for the market. With the help of a diagram, explain the concept of the value chain analysis and all the activities involved as popularized by Michael Porter in 1985. (20 mks)

QUESTION FIVE

- a) Discuss the role of organizational structure, power and organizational culture in strategy implementation. (10 mks)
- b) Explain models for ‘strategic control’. (10 marks)