



**JARAMOGI OGINGA ODINGA UNIVERSITY OF SCIENCE AND TECHNOLOGY**  
**SCHOOL OF BUSINESS & ECONOMICS**  
**UNIVERSITY EXAMINATION FOR MASTER OF BUSINESS ADMINISTRATION**  
**1<sup>ST</sup> YEAR 2<sup>ND</sup> SEMESTER 2023/2024 ACADEMIC YEAR**  
**MAIN CAMPUS**

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**COURSE CODE: MBA 808**

**COURSE TITLE: STRATEGIC MANAGEMENT**

**EXAM VENUE:**

**DATE: 29/04/2024**

**EXAM SESSION: 2.00 – 4.00 PM**

**DURATION: 3 HOURS**

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**INSTRUCTIONS**

- 1. Answer question ONE (Compulsory) and ANY 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 COMPULSARY (30 MARKS):**

### **APPLE INC. - SUSTAINING INNOVATION AND MARKET LEADERSHIP**

Apple Inc. is a global technology company renowned for its innovative products, including the iPhone, iPad, Mac computers, and various software and services. Over the years, Apple has consistently maintained its position as a market leader in the consumer electronics industry. However, the company faces ongoing challenges in sustaining its innovation and market dominance amidst intensifying competition and shifting consumer preferences.

Apple faces fierce competition from rivals such as Samsung, Google, and Huawei in key product categories, including smartphones, tablets, and wearable devices.

With consumer expectations for innovation continually rising, Apple must continuously introduce groundbreaking products and features to maintain its competitive edge.

Managing a complex global supply chain presents logistical challenges, including ensuring product quality, minimizing manufacturing costs, and mitigating supply chain disruptions.

Apple faces regulatory scrutiny and legal challenges related to issues such as antitrust violations, privacy concerns, and intellectual property disputes.

Apple focuses on developing innovative products and features that differentiate its offerings from competitors and appeal to discerning consumers.

The company diversifies its revenue streams by expanding its portfolio of services, including Apple Music, iCloud, Apple TV+, and Apple Arcade.

Apple invests in sustainability initiatives to reduce its environmental footprint, improve supply chain transparency, and enhance corporate social responsibility.

Apple explores new markets and opportunities for growth, including entering emerging markets, expanding retail presence, and targeting enterprise customers.

#### **REQUIRED:**

- a). How does the company sustain its reputation for groundbreaking products in a highly competitive industry? (8 marks)
- b). What challenges does the company face in managing its global supply chain, and how does it address these challenges? (8 marks)
- c). How does the company adapt its products and marketing strategies to meet the unique needs of different markets? (4 marks)
- d). How does the company respond to changes in the external environment, technological advancements, and shifting consumer preferences? (4 marks)
- e). Propose recommendations for Apple Inc. to sustain its competitive advantage and drive future growth amidst evolving market dynamics and competitive pressures. (6 marks)

## **QUESTION 2:**

- a). Describe **Porter's Five Forces** framework and how organizations can use this framework to analyze their competitive environment? (14 marks)
- b). Discuss the role of organizational culture in shaping strategic decisions and implementation processes. (6 marks)

## **QUESTION 3:**

You have been appointed as a new Strategic Management Director of an Organization because of your qualification and experience in Strategic Management and tasked by the Group Chief Executive Officer of the company to brief the Senior Management staff and Board of Management on;

- a). the role of leadership in strategic management and how can effective leadership contribute to the success of strategic initiatives? (10 marks)
- b). the process of strategic decision-making and what factors should organizations consider when making strategic decisions? (10 marks)

## **QUESTION 4:**

- (a) Discuss the importance of environmental scanning and analysis in strategic management and how organizations can effectively monitor their external environment? (10 marks)
- (b) What are the key components of a **SWOT** analysis and how can organizations use **SWOT** analysis to inform their strategic decisions? (10 marks)

## **QUESTION 5:**

You applied for the position of a Strategic Management Director. Because of your qualifications and experience, you are short-listed and invited for an interview, during which you were requested to enlighten the Board of Management by explaining:

- a). The concept of strategic control, the different types of strategic controls, and how do they help organizations monitor and adjust their strategies? (10 marks)
- b). The concept of corporate governance and its role in strategic management. (10 marks)