



JARAMOGI OGINGA ODINGA UNIVERSITY OF SCIENCE AND TECHNOLOGY

SCHOOL OF BUSINESS & ECONOMICS

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

2ND YEAR 2ND SEMESTER 2023/2024 ACADEMIC YEAR

KISUMU CAMPUS

COURSE CODE: MBA 849

COURSE TITLE: ADVANCED STRATEGIC MANAGEMENT

DATE: 29/04/2024

EXAM SESSION: 9.00 – 12.00 NOON

DURATION: 3 HOURS

INSTRUCTIONS

- ❖ **Answer any THREE questions**
- ❖ **Candidates are advised not to write on the question paper**
- ❖ **Marks allocated to each question are shown at the end of the question**

Question 1:

(20 marks)

- a. Discuss the importance of conducting a thorough external environmental analysis in strategic management. Provide examples to illustrate how changes in the external environment can impact organizational strategy. (10 marks)
- b. Choose a real-world organization and analyze its strategic formulation process. Critically evaluate the organization's choice of competitive strategy and the alignment between its internal capabilities and external environment. (10 marks)

Question 2:

(20 marks)

- a. Describe the key challenges organizations face during the implementation phase of their strategic plans. Propose strategies to overcome these challenges, emphasizing the role of leadership and organizational culture. (10 marks)
- b. Discuss the concept of execution excellence in strategic management. Provide examples of organizations that have demonstrated effective execution of their strategies and analyze the factors contributing to their success. (10 marks)

Question 3:

(20 marks)

- a. Explore the role of strategic innovation in maintaining a competitive advantage. Discuss how organizations can foster a culture of innovation and integrate it into their strategic management processes. (10 marks)
- b. Analyze the challenges associated with managing strategic change within organizations. Provide a case study or examples of organizations that have successfully navigated strategic change, highlighting the key factors that contributed to their success. (10 marks)