



# **KIBABII UNIVERSITY COLLEGE (KIBUCO)**

## **MAIN CAMPUS**

**UNIVERSITY EXAMINATIONS  
2014 /2015 ACADEMIC YEAR**

**FIRST YEAR FIRST SEMESTER EXAMINATIONS**

**MAIN EXAMINATION**

**MASTERS DEGREE**

**IN**

**BUSINESS ADMINISTRATION**

**COURSE CODE: MBA 880**

**COURSE TITLE: ADVANCED STRATEGIC MANAGEMENT**

**DATE: 17<sup>th</sup> DECEMBER, 2014**

**TIME: 5.00-9.00 P.M**

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### **INSTRUCTIONS TO CANDIDATES:**

Answer Question ONE and any other Two Questions

TIME: 2 Hours

### **QUESTION ONE**

“It is important for every organization to take a strategic approach if it hopes to gain and sustain a competitive advantage, “began Mr. Majibu, a strategic Management Advisor from wenyé Busara consultants in his address to senior Manager of various firms during a strategic Management seminar. “The firm should borrow from various strategic theories, analyse the environment and undertake scenario planning. This will help in charting a viable strategic direction to be pursued by the firm.”

#### **Required:**

- a) With reference to the presentation by Mr. Majibu, build a case for scenario planning in strategic Management (10 marks)
- b) The managers have been advised to make reference to various strategic management theories. Explain the contributions of the following to strategic management theory:
  - (i) Kenneth Andrews (5 marks)
  - (ii) Igor Ansoff (5 marks)
  - (iii) Tom Peters (5 marks)
  - (iv) Alfred Chandler (5 marks)

### **QUESTION TWO**

- a) Not all firms engage in corporate social Responsibility activities. This arises from their view that it is not wise for firms to undertake such activities. Support their stand (10 marks)
- b) Explain causes of organizational decline. (5 marks)

### **QUESTION THREE**

- a) Explain four major determinants of strategy implementation success (8 marks)
- b) Discuss the major components of strategic intent, highlighting the importance of each (7 marks)

### **QUESTION FOUR**

- a) Core competences are considered critical in giving a firm sustainable competitive advantage. Discuss how core competitive advantage. Discuss how core competences can be determined (8 marks)
- b) Explain three major categories of growth strategies that a firm may utilize as part of its corporate strategy (7 marks)

### **QUESTION FIVE**

Vision 2030 has been embraced as a strategy of making Kenya globally competitive and prosperous. Discuss the following pillars of the vision:

- a) Economic pillars (8 marks)
- b) Social pillar (7 marks)