



SOUTH EASTERN KENYA UNIVERSITY

UNIVERSITY EXAMINATIONS 2016/2017

FIRST SEMESTER EXAMINATION FOR THE MASTER OF BUSINESS ADMINISTRATION

DSM 608: ADVANCED STRATEGIC MANAGEMENT

DATE: 14TH DECEMBER, 2016

TIME: 9.00-12.00PM

INSTRUCTIONS:

Answer question ONE and any other THREE questions

QUESTION ONE

Identify an organization listed on Nairobi Securities Exchange and offer the following consultancy services:

- (i) How should the organization adopt to the Environment? (6 Mks)
- (ii) What should be the organization's View on Strategy Development? (6 Mks)
- (iii) To what extent should the organization employ Outsourcing Strategy (6 Mks)
- (iv) How should the organization improve its Value Chain (6 Mks)
- (v) Recommend improvements in Strategy Implementation at the organization(6 Mks)

QUESTION TWO

- (I) Discuss the benefits of formality of strategy (5Mks)
- (II) Describe the features of resources that guarantee competitive advantage (5Mks)

QUESTION THREE

- (I) Illustrate the patterns of strategy development (5Mks)
- (II) Explain the strategy development routes (5Mks)

QUESTION FOUR

- (I) Discuss the motivations for strategic alliances (5Mks)
- (II) Describe the building blocks of an effective organization structure (5Mks)

QUESTION FIVE

- (I) Discuss the principal tasks of strategy implementation (5Mks)
- (II) Explain the traits related to building core competencies in organizations (5Mks)

QUESTION SIX

- (I) Describe the structures that facilitate corporate governance in organizations (5 Mks)
- (I) Explore the weaknesses of public sector strategic management in Kenya (5 Mks)