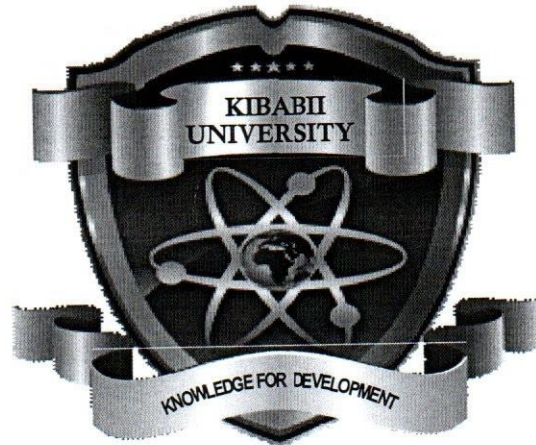


# KIBABII UNIVERSITY



**UNIVERSITY EXAMINATIONS  
2015/2016 ACADEMIC YEAR  
SECOND YEAR FIRST SEMESTER  
FOR THE MASTER OF BUSINESS ADMINISTRATION**

**COURSE CODE:** MBA 880

**COURSE TITLE:** ADVANCED STRATEGIC MANAGEMENT

**DATE:** 13<sup>th</sup> MAY 2016      **TIME:** 9AM

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## **INSTRUCTIONS TO CANDIDATES**

Answer **QUESTION ONE** and any other **TWO** questions

## QUESTION ONE

Read the case study below and answer questions that follow.

Information Technology (IT) exports from the Software Technology Park in Sohanpur in Uttar Pradesh has increased from Rs 1005 crore in the last five years. To further this growth and discuss the common issues various IT professionals of different companies assembled for a meeting. Their agenda included discussion on the issues relevant for the development of the Technology Park and available opportunities in IT industry for companies planning to set up IT and processing businesses in Sohanpur.

It was felt by a few persons that the absence of an airport and availability of uninterrupted round the clock power supply were major hurdles towards the development of the park. The nearest airport is 600 km in New Delhi.

One of the participants highlighted the importance of world-class telecommunication facilities in the area. He felt that the telecommunication in the region is primitive and is not able to meet the present needs of the region. He also spoke at length about the problems of frequent job changes by present youth. He highlighted that a major problem is lack of patience in the young generation of IT professionals. He said retention was a major problem in Sohanpur as professionals also preferred bigger cities. He suggested that the IT businesses should get together to create a conducive working climate for retention as well as growth.

- a) Explain the major challenges of engaging the young generation of IT professionals as employees as used in the case study (10 marks)
- b) Enumerate and discuss the different environmental factors that affect a new entrepreneur who wants to start a new IT project? (10 marks)
- c) Discuss the relevance of Airport in the City? (10 marks)
- d) How can manpower issues be strategically handled by the businesses in the Park? (10 marks)

## QUESTION TWO

(a) You have been appointed as Training and Development Manager of a highly competitive company which operates in South Africa. The Board of Directors decided that you train all the employees Strategic Management Thinking. Explain the Five keys points contained in your speech (10 marks).

(b) As a Human Resource Management Consultant you have been invited by the Training Manager of Kuona Mbali Company Ltd to give a speech on the Strategic Management Framework. Outline the five key points that should be contained in your speech and explain these points (10 marks).

### QUESTION THREE

(a) The Ansoff Growth Matrix is a tool that helps businesses to decide their product and market growth strategy. Discuss the applicability of Ansoff Product/Market Growth Matrix to the financial performance of commercial banks in Bungoma County **(10 marks)**

(b) You are appointed as a Human Resource Manager to an organization that has high levels of staff turnover and stagnating levels of productivity. You have been given the task of convincing the Board of Directors that the organization should address some of these problems through TOWS Matrix **(10 marks)**.

### QUESTION FOUR

(a) Briefly explain the concept of Environmental Scanning/Monitoring **(5 marks)**

(b) Explain the relevance of Porter's Five Forces Model as a powerful competitive analysis tool **(10 marks)**.

### QUESTION FIVE

Write brief notes on the following key concepts:

- a) Strategic decision making **(4 marks)**
- b) Explicit and implicit strategies **(4 marks)**
- c) Business process reengineering **(4 marks)**
- d) Power-behavioural views **(4 marks)**
- e) 5Ps of strategy **(4 marks)**

### QUESTION SIX

- a) Briefly explain the concept of strategy **(2 marks)**
- b) Strategic Management Model is prepared for better understanding of strategic management tasks. Briefly explain the **Three** main stages of this Model **(6 marks)**
- c) Discuss the **Three** different strategic levels in a company like Nzoia Sugar Company **(12 marks)**