



**TECHNICAL UNIVERSITY OF MOMBASA**  
***Faculty of Business & Social Studies***

DEPARTMENT OF BUSINESS STUDIES

UNIVERSITY EXAMINATIONS FOR  
MASTER OF BUSINESS ADMINISTRATION

**BMS 5201: STRATEGY IMPLEMENTATION AND OPERATIONALIZATION**

END OF SEMESTER EXAMINATIONS

**SERIES:** APRIL 2015

**TIME:** 3 HOURS

**INSTRUCTIONS:**

- Answer question **ONE (Compulsory)** and any other **THREE** questions
- Do not write on the question paper.

*This paper consists of Two printed pages*

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**QUESTION 1 (Case Study)**

This global supermarket chain has recently bought a stake in a South African retail chain known as Mass-Mart. With a keen interest to enter the Kenyan retail market, it sought to make an acquisition of Nakumatt followed by Naivas without success. It has now decided to enter Kenya through a denovo greenfield by opening a retail store in Clay City, a super scale real estate development by ACTIS soon to open along Thika Road & Highway.

**Required:**

- a) The name of the supermarket chain and its founder. **(2 marks)**
- b) The generic and grand strategies employed by the firm. **(2 marks)**
- c) The firm's approaches to its strategies. **(14 marks)**

- d) How its corporate culture has catapulted the business to such heights of success. **(7 marks)**

## **QUESTION 2**

- a) What are the components of a strategy implementation process? **(16 marks)**
- b) Discuss the role of organizational policy in strategy implementation. **(9 marks)**

## **QUESTION 3**

Attempting to accelerate change during strategy implementation requires reshaping the organizational culture – an activity that occupies considerable time for most leaders.

- a) What is the role of the leader in reshaping organizational culture? **(6 marks)**
- b) How does the leader manage the strategy culture relationship? **(19 marks)**

## **QUESTION 4**

- a) Discuss the following types of organization:
- i) Virtual organization **(5 marks)**
  - ii) Modular organization **(5 marks)**
- b) What do you understand by Business Process Outsourcing and what are its advantages and disadvantages. **(15 marks)**

## **QUESTION 5**

- a) Discuss the various strategic and operational controls available for use by organizations in monitoring their strategy implementation. **(18 marks)**
- b) How is the Balanced Scorecard related to both strategic and operational control? **(7 marks)**