



# TECHNICAL UNIVERSITY OF MOMBASA

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SCHOOL OF BUSINESS

DEPARTMENT OF BUSINESS ADMINISTRATION

**UNIVERSITY EXAMINATION FOR:**

**MASTERS IN BUSINESS ADMINISTRATION**

Type unit code: **STRATEGIC MANAGEMENT**

**END OF SEMESTER EXAMINATION**

**SERIES:SEPT. 2017**

**TIME:3HOURS**

**DATE:**Pick DateSelect SEPT. 2017

## **Instructions to Candidates**

You should have the following for this examination

*-Answer Booklet, examination pass and student ID*

This paper consists of **FIVE** questions. Attempt Question one (Compulsory) and tany **THREE** questions.

**Do not write on the question paper.**

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## **Question one**

Lakeside Dairy started its operations in 2003 as a family business. One of the proprietors Muntlal Kanji had just come in from Karachi where he had gone to do business and joined with his brother khan Kanji who himself had settled in Naivasha for close to twenty years. The two brothers saw the opportunity in the Dairy industry and purchased second hand coolers from Netherlands to process and pack milk. The initial target market was Nairobi and the vast Rift valley province.

In the last five years, Lakeside Dairy has experienced tremendous growth as demonstrated by the presence of their various milk brands in most of the Kenyan shops. Their factory in Naivasha

has been fitted with new equipment. The most recent being the purchase of the ultra-modern cooler in 2009 which cost the company Kshs 379 million. The two brothers have been discussing the prospects of diversifying their business and have agreed that if they have to diversify, then it has to be concentrically.

**Required:**

- a) Discuss the choices open to Lakeside Dairy if they want to pursue this line of growth (15mrks)
- b) If they want to collude with other players in the industry, what options do they have? (10mrks)

**Question two**

- a) An internal analysis of a firm is important to provide an understanding of firm's source of success. One of the key methods of internal analysis is Resource Based View (RBV). Explain the meaning of RBV and the main organization resources. What makes a resource valuable?(15mrks)
- b) Discuss the concept of Value Chain Analysis and using case of a public university like Technical University of Mombasa, explain how it can be implemented (10mrks)

**Question three**

The company mission is usually designed to reflect the expectations of all the firm's stakeholders so that it serves as a unifying factor in the firm. Discuss (10mrks)

- a) Explain the meaning of industry environment and how a firm can define her industry (15mrks)

**Question four**

- a) After "planning the work" focus moves to "working the plan". Discuss basic steps through which successful implementation should go through (10mrks)
- b) For effective implementation employee empowerment must be created through Training, self-managed work groups, eliminating whole levels of management in organizations and policies. Discuss the concept of policies by explaining how to empower through effective policies (15mrks)

**Question five**

- a) In the process of administration, managers are bound to take some decisions.  
Differentiate strategic decisions from tactic decisions (15mrks)
- b) Identify and discuss any five defensive strategies (10mrks)