



STRATHMORE UNIVERSITY

Strathmore Business School

Master of Business Administration

Continuous Assessment Test

MBA 8107: STRATEGIC MANAGEMENT

Date: Wednesday, 13th June 2012

Time: 2 hours

Instructions: Answer Question One and any other TWO Questions

Question One

An organization can be Successful even without the CEO knowing how it is Successful. This is one of the complexities in the strategy development process.

1. Using your understanding of strategy development routes with an example of an organization of choice, illustrate how this is possible. **(15 Marks)**
2. In which Strategic level is emergent strategy likely to rise from? Explain your answer with an example from your industry experience **(9 Marks)**
3. What are some of the mechanisms or measures a firm can have in place to be able to create room for emergent strategies and to appropriate value from it? **(6 marks)**

Question Two

Suppose you are a consultant for a Kenyan Media Company that wants to go digital in at least two East African Community member states, which countries, in order of priority, will you recommend to your customer? Justify your answer with facts and figures.

(20 Marks)

Question Three

State and explain at least FIVE Triggers of formulating a new Strategy in an organization. Evaluate each in terms of their merits and demerits.

(20 Marks)

Question Four

Explain Four Problems with Strategic Planning Systems and how you would overcome their effect in your organization or an organization of choice.

(20 Marks)