



# THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

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**MAIN EXAMINATION**

**MAY – JULY 2015 TRIMESTER**

**FACULTY OF COMMERCE**

**DEPARTMENT OF MARKETING AND MANAGEMENT**

**MBA PROGRAMME**

**CMM 520: STRATEGIC MANAGEMENT**

**Date: DECEMBER 2015**

**Duration: 3 Hours**

**INSTRUCTIONS: Answer ANY FOUR Questions**

Q1. After conducting a SWOT analysis, a company discovered a list of 100 items of strengths, weaknesses, opportunities and threats. You are the facilitator in this strategic planning session. Suggest how the planning session should proceed so as to best utilize the information uncovered by the SWOT analysis.

**(15 marks)**

Q2. Distinguish between deliberate and emergent strategy and indicate the significance of this distinction when conducting research on strategy in organizations.

**(15 marks)**

Q3. “Managers who are not leaders can only be failures” Comment on this statement clearly highlighting the role of leadership in strategic management. **(15 marks)**

Q4. Explain industry competition from the perspective of porter’s five force model. Which industry in Kenya or in a country you are most familiar with is the model least applicable? **(15 marks)**

Q5. Some managers have argued that even if strategy is made explicit and written down, it should be kept private to the very top managers of the firm in order to prevent competition from finding out about it. What are the merits and faults of this argument? **(15 marks)**

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