



THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

A. M. E. C. E. A

P.O. Box 62157
00200 Nairobi - KENYA
Telephone: 891601-6
Fax: 254-20-891084
E-mail: academics@cuea.edu

MAIN EXAMINATION

MAY – JULY 2015 TRIMESTER

FACULTY OF COMMERCE

MBA REGULAR PROGRAMME

CMM 520: STRATEGIC MANAGEMENT

Date: JULY 2015

Duration: 3 Hours

INSTRUCTIONS: Answer ANY FOUR Questions

- Q1. Raptec plastics has a highly formalized and centralized structure. Raptec is facing intense competition as new entrants are entering the plastics business and are competing both on price and distinctiveness of products. Raptec is therefore considering using either low cost strategy or a differentiated strategy. Explain how a highly formalized and centralized structure may affect Rapec's ability to use either of the two strategies. **(15 marks)**
- Q2. "Successful business strategy is about shaping the game you play, not the game you find" Using relevant examples, discuss this statement. **(15 marks)**
- Q3. a) Using appropriate examples, differentiate between corporate, business and functional-level strategies. **(9 marks)**
- b) Discuss the concept of strategic fit of business in a diversified company and explain the strategic options available for dealing with misfit businesses. **(6 marks)**
- Q4. With reference to an organization most familiar to you, explain the difference between core competencies and competitive advantage. Explain when resources and capabilities lead to competitive advantage. **(15 marks)**
- Q5. a) "Strategy follows tructure rather than vice versa" Build an argument for and/or against this statement. **(6 marks)**

- b) When implementing strategy it is important that the strategy be operationalized. What may happen to an organization where such operationalization has not been adequately done? **(9 marks)**

END