



# THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

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**MAIN EXAMINATION**

**JANUARY – APRIL 2015 TRIMESTER**

**FACULTY OF COMMERCE**

**MBA PROGRAMME**

**CMM 619: CASES IN STRATEGIC MANAGEMENT**

**Date: APRIL 2015**

**Duration: 3 Hours**

**INSTRUCTIONS: Answer ALL THE THREE Questions**

- Q1. Read the case Scenario “Epilady” and attend to the following questions.
- i Using Michael Porter’s FIVE forces, discuss EPI’s market industry environment. Could you say it is an attractive market/industry? Justify your response. **(12 marks)**
  - ii Discuss any THREE possible factors that could have driven the Kroks to venture into EPI products. **(6 marks)**
  - iii Things do not seem to be going well for the Kroks sisters. As a strategy advisor you have been given an opportunity to help fix attention and provide your advice. **(12 marks)**
- Q2. Read the case “Leadership and culture at Finland’s Nokia” and answer the following questions.
- i Briefly explain your understanding of organization culture and strategic leadership. **(4 marks)**

- ii With reference to the case and other real life practical examples, explain leadership and culture as key critical elements in strategy implementation. **(16 marks)**

Q3. Read the case “Strategic capability for Plasco” and with reference to it attempt the following questions.

- i Why might it be difficult for large, automated US plastics manufacturer to deal with retailers in the same way as Plasco? **(10 marks)**
- ii What could erode the bases of competitive advantage that Plasco has? Explain. **(10 marks)**

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