



THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

A. M. E. C. E. A

MAIN EXAMINATION

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AUGUST - DECEMBER 2016 TRIMESTER

FACULTY OF COMMERCE

DEPARTMENT OF MARKETING AND MANAGEMENT

REGULAR PROGRAMME

CMM 414: STRATEGIC MANAGEMENT

Date: DECEMBER 2016

Duration: 2 Hours

INSTRUCTIONS: Answer Question ONE and ANY OTHER TWO Questions

- Q1
- a) Define strategy and distinguish between the levels of strategy that can exist within an organisation. Can an organisation operate without strategy? Explain **(10 Marks)**
 - b) Is Porter's Five –Force Industry analysis model applicable in Kenya? Explain **(10 marks)**
 - c) When implementing strategy it is important that the strategy be operationalized. What may happen to an organization where such operationalization has not done? **(10 marks)**
- Q2
- a) Distinguish between deliberate and emergent strategy and indicate the significance of the distinction when conducting research on strategy in organizations. **(10 marks)**
 - b) Cost cutting is a very popular activity currently being carried out by firms in Kenya's Corporate sector. Comment on the possible benefits and dangers of this activity. **(10 marks)**
- Q3
- a) Distinguish between Vision, Mission, Core Values and Strategic objectives of an organization. **(10 marks)**
 - b) Critically discuss the appropriateness of SWOT analysis as a tool of strategic analysis and choice. **(10 marks)**

- Q4. With reference to an organization most familiar to you, explain the difference between Core competencies and distinctive competencies. To what extent has the organization utilized its competencies to build competitive advantage?
(20 marks)

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