



THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

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MAIN EXAMINATION

MAY – JULY 2016 TRIMESTER

FACULTY OF COMMERCE

MBA REGULAR PROGRAMME

CMM 613: STRATEGIC ALLIANCE

Date: JULY 2015

Duration: 3 Hours

INSTRUCTIONS: Answer Question ONE and any other THREE Questions

- Q1. i What are the various issues and challenges in strategic alliances (10 marks)
- ii What are the various challenges and issues in trans-border / transcontinental alliances. (5 marks)
- iii What was the rationale for the alliance between Volkswagen and Suzuki. (5 marks)
- iv Examine the partnership and understand the reasons for the breakup and discuss ways in which the situation could have been salvaged. (10 marks)
- v Discuss the challenges that lie ahead for the companies and possible remedial actions. (10 marks)
- Q2. a) Discuss the main components of a strategic statement. (10 marks)
- b) Explain the typology of strategic alliances (10 marks)
- Q3. a) Explain the advantages of strategic partnering (10 marks)
- b) There are various factors that have to be considered to be able to manage a successful alliance. Discuss. (10 marks)
- Q4. a) Explain the criteria that you need to evaluate to ensure a firm has a competitive advantage over the others in resource based view theory. (10 marks)

- b) Describe the mistake firms are likely to make that hinder achievement of their partnering goals. **(10 marks)**
- Q5. a) Discuss the criteria for choosing a strategic partner. **(10 marks)**
- b) Explain the various stages involved in designing a strategic alliance. **(10 marks)**
- Q6. a) Explain the factors to consider when choosing a strategic alliance management structure. **(10 marks)**
- b) Discuss human resource management in strategic alliance. **(10 marks)**
- Q7. Discuss oligopoly theory in forming strategic alliances. **(20 marks)**

END