



# THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

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**MAIN EXAMINATION**

**MAY – AUGUST 2019 TRIMESTER**

**FACULTY OF COMMERCE**

**DEPARTMENT OF MARKETING AND MANAGEMENT**

**MBA EVENING/REGULAR PROGRAMME**

**CMM 520: STRATEGIC MANAGEMENT**

**Date: JULY 2019**

**Duration: 3 Hours**

**INSTRUCTIONS: Answer any THREE Questions**

- Q1. Answer carefully the following strategic management concepts:
- a) Explain what is strategic management, the strategic management process, and its uses. Wherever appropriate use your own examples to fully explain these concepts. **(10 marks)**
  - b) What is corporate governance? Explain the main protagonists and the role each plays in strategic management. **(10 marks)**
- Q2. Regarding the vision and mission answer the following:
- a) What are the vision and mission statement? Why do we need to bother about having the vision and mission statements? Can we have a strategic plan without a vision and mission statements? Explain. **(10 marks)**
  - b) Prepare a vision and mission statement for a company of your choice. **(10 marks)**
- Q3. Regarding strategic analysis, answer the following:
- a) What are the major variables (forces) in Societal Environment that can affect a firm? Give a brief explanation of each of them and show how they can impact the firm's performance. Tell us also how you summarize the external environment analysis. **(10 marks)**

- b) What is internal audit or organizational analysis? How do you conduct and summarize an organizational analysis? Explain. **(10 marks)**

Q4. Regarding strategic implementation, answer the following:

- a) What is strategic implementation? What are we managers expected to do during the strategic implementation? Explain the key activities managers need to deal with. **(10 marks)**
- b) When we say that the organizational structure has to fit the strategy, what do we mean? Explain. **(10 marks)**

Q5. Case study: **My Business**

Think of the many small companies you personally know as a customer/client, family business, business of a friend, or neighbor. Choose one business in which you think you can do very well as an owner manager. Now, describe the business briefly. Then, show how you could transform it.

#### **Questions**

1. Currently, what are the most critical external factors that have the greatest impact on the firm? What strength and weakness does the firm have?
2. What are the strategic options available for the firm to be successful? Which strategies would you choose? Why?
3. How would you implement the strategies you have chosen to be effective? **(20marks)**

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