



MURANG'A UNIVERSITY COLLEGE

(Constituent college of Jomo Kenyatta University of Agriculture and Technology)

UNIVERSITY EXAMINATION

EXAMINATIONS FOR THE DEGREE OF MASTER OF

PUBLIC ADMINISTRATION

BCP 4213: STRATEGIC MANAGEMENT

DATE: 15TH DECEMBER, 2015

TIME: 2HOURS

INSTRUCTION:

ANSWER QUESTION ONE

AND ANY OTHER THREE

QUESTION ONE

Identify and discuss:

(a) The schools of thought on strategy formation. **(12 marks)**

(b) The value of strategy. **(3 marks)**

(Total 15 marks)

QUESTION TWO

The development of corporate plans involves the elements of: Strategic Analysis, Strategic Choice, and Strategy Implementation. Using examples outline and discuss the nature, scope and importance of each of these elements of corporate planning and the relationships between them. **(Total 15 marks)**

QUESTION THREE

Using Porter's so-called 'Five-Forces Analysis' discuss the nature of the competitive structure of an industry of your choice.

For each of the five forces you should assess its relevance for developing competitive strategy in the industry you have selected. **(Total 15 marks)**

QUESTION FOUR

In-order to assess the strengths and weaknesses with a view to assessing present status to eliminate weakness and support strengths, Mc Kinsey's proposed a so called "Mc Kinsey's 7s Framework" to address the same. Outline and discuss **each** of the 7s strategies. **(Total 15 marks)**

QUESTION FIVE

A. Discuss the criteria used for evaluating strategic options?

B. Discuss the personal and political implications of strategic change?

(Total 15 marks)

QUESTION SIX

Implementation of strategy is critical and its on this task that strategic planning fail. Explain why do strategies fail and advise how managers can overcome the identified setbacks.

(Total 15 marks)