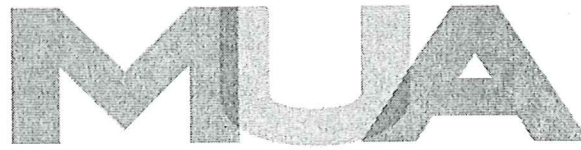


The
Management
University
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POSTGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

**DEGREE OF DOCTOR OF PHILOSOPHY IN MANAGEMENT AND
LEADERSHIP**

DML 903: **ADVANCED STRATEGIC MANAGEMENT**

DATE: **29TH JULY 2022**

DURATION: 3 HOURS

MAXIMUM MARKS: 50

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **FOUR (4)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **TWO** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **10 MARKS** each.
7. Write all your answers in the Examination answer booklet provided.

QUESTION ONE:

Read the Case Study below carefully and answer the questions that follow:

It is Saturday morning. A strategic management conference is underway. Discussion of various topics pertinent to strategy ensue, for example, "when should the conversation of strategic management as we know it today date back?" ... "From when can we trace the start of its application in Kenya?" A speaker delves into the context of the conversation of strategy and its essence to the delight of the audience. It is also not lost to another speaker that "process" is a plausible concept/ framework in strategic management discourse.

After the coffee break, an animated speaker, explained how some strategic moves by a firm were unsuccessful in relation to product and market segmentation. Further, while the second last speaker dwelt on "a good strategy", governance of organisations, theoretical underpinning of strategy, and its control were the hallmark of the last presentation.

REQUIRED

- a) Attempt to answer the questions "when should the conversation of strategic management as we know it today date back? When can we trace the start of its application in Kenya?" (4 marks)

- b) Explain the phrase "context of the conversation of strategy and its essence" as applied to strategic management and present two analytical frameworks applicable to "environment" in the context of strategy (4 marks)

- c) Explain the statement "process" as may have been explained by a speaker in the conference (2 marks)

- d) In relation to an industry of a firm discuss “strategic moves by a firm were unsuccessful” as may have been presented in the conference and relate it to an appropriate strategic management concept. Drawing from your understanding of strategy, evaluate the options that you should recommend to the firm
(4 marks)
- e) Assume that you were the speaker on the topic “a good strategy” and present your arguments; and critique the statement: “there is a link between strategy analysis and success of an organization”
(4 marks)
- f) In terms of the effectiveness of the board of directors, compare “governance” as alluded to in the case in the context of corporate governance practices in Kenya with any other country that you are familiar with
(3 marks)
- g) Suggest the possible content of the presentation on “*theoretical underpinning of strategy*” in the conference in the case and relate it to the following:
- (i) Upper echelons theory (3 marks)
 - (ii) Resource Dependence Theory (3 marks)
 - (iii) Behavioral theory of a firm (3 marks)

QUESTION TWO

- a) The notion: “cognitive complexity” has been cited as a crucial competence required of senior managers in organizations” Critique this statement (3 marks)
- b) Examine the levels of strategy and discern the linkage between these levels
(4 marks)
- c) Explain the notion: “competitive priorities”
(3 marks)

QUESTION THREE

- a) SWOT analysis is an important analytical framework that is used by organizations as an input into strategy formulation. Discuss the limitations of this analytical framework and point out the place of “internal factor analysis summary” (IFAS) and “external factor analysis summary” (EFAS) in the context of the SWOT analysis (5 marks)
- b) Identify an industry in Kenya and attempt a competitive environment analysis for it (5 marks)

QUESTION FOUR

- a) From a strategic management perspective, examine any three areas that need research to improve the performance of organizations. Outline how research can be conducted in each of the three areas/ issues. (4 marks)
- b) Examine the concepts: “operationalization” and “execution” as applied to strategic management and cite practical examples (3 marks)
- c) Evaluate the effect of business ethics on society using a Kenyan example that you are familiar with making reference to a specific ethical issue (3 marks)