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**GARISSA UNIVERSITY**

**UNIVERSITY EXAMINATION 2017/2018 ACADEMIC YEAR ONE**

**THIRD SEMESTER EXAMINATION**

**SCHOOL OF BUSINESS AND ECONOMICS**

**FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION**

**COURSE CODE: MBA 814**

**COURSE TITLE: STRATEGIC MANAGEMENT**

**EXAMINATION DURATION: 2 HOURS**

**DATE: 08/08/18 TIME: 09.00-12.00 PM**

**INSTRUCTION TO CANDIDATES**

* **The examination has SIX (6) questions**
* **Question ONE (1) is COMPULSORY**
* **Choose any other THREE (3) questions from the remaining FIVE(5) questions**
* **Use sketch diagrams to illustrate your answer whenever necessary**
* **Do not carry mobile phones or any other written materials in examination room**
* **Do not write on this paper**

**This paper consists of THREE (3) printed pages *please turn over***

**QUESTION ONE (COMPULSORY)**

**Read the following case and answer the questions below**

Dr Misrainherted his father’s Medi heal lab in Kenya in 2000. Till 2010, he owned 4 labs in rift valley .his ambition was to turn it into a national chain. The number increased to 7 in 2013 across the country, including the acquisition of Lovington lab in Nairobi. The number is likely to go to 50 within 2-3 years at present. Infusion of kshs. 50 millionsfor a 26% stake by st.Lukes hospital in Eldoret has its growth strategy.

The lab with revenue kshs. 175 million is among top three pathological business with lovngton lab ( 77 million) and st.lukes hospital (55 million). Yet its market share is only 2% of kshs. 3.5 million market .the top firms command only 6% as against 40 -45% by their counterparts in the USA.

There are about 10,000 t0 50, 000 stand alone labs engaged in routine pathological business in Kenya , with no system of mandatory licensing and registration. This is why dr. Misra has not gone for acquisition or joint ventures. He does not find many existing laboratories meeting quality standards . his six labs have been accredited nationally whereon many large hospitals Misra expects to reach other potential clients outside Kenya.

In Medi heal lab , the bio-chemistry and blood testing are sainted every day . the bar coding and automated registration of patients do not allow any identify mix- ups. Even routine tests are conducted with highly sophisticated systems. Technical expertise enables them to carry out 1650 variety of tests . same day reports are available for samples reaching by 3 p.mand a.m next day for sample s from 500 collection centre ‘s location and reporting is also available .

There is a huge un utilized capacity . now it is trying top other segments . 20% of its total business comes through its main laboratory which acts as a reference lab for many leading hospitals .new mega labs are being built to en-cash and multi-center clinical trials within Kenya and provide postgraduate training to pathologists.

**Questions**

1. What do you understand by the term vision? What is the different between ‘vision’ and ‘mission’ what vision Dr. Misra had at the time of in heritage of Medi Heal lab?Has it been achieved **( 5mks)**
2. For growth , what business strategy has been adopted by dr. Misra **(5mks)**
3. What is the marketing strategy of Dr.misra to overtake its competitor**( 5mks)**
4. In your opinion what could be the biggest weaknesses in Dr. Misra’s business strategy**( 5mks)**

**QUESTION TWO**

1. List and describe environmental factors that can affect an organization‘s strategy. **(7mks)**
2. How would you analyze competitive environmental of an organization? **(8mks)**

**QUESTION THREE**

1. Discuss the role of policies and procedures in facilitating good strategy implementation, giving examples to enhance your answer. **(8mks)**
2. Discuss the key trends in organizations design and explain its’ managerial implications. **(7mks)**

**QUESTION FOUR**

1. Explain with examples s the functions of corporate strategy in organization ‘s strategy **( 7 mks)**
2. What is strategic plan and formulation? Discuss **[3 marks]**
3. “organizational capabilities and organizational competitions are closely related”

Support your answer with suitable examples. **(5mks)**

**QUESTION FIVE**

1. Discuss the Blue sea strategy and enumerate its critics **(8 mks)**
2. Identify and discuss the tenets of resources base theory as used in strategic Management **(7mk)**

**QUESTION SIX**

1. Identify and discuss five key stages involved in formulating and executing the strategic management process, citing examples. **(8mks)**
2. What is the purpose of strategic management **(7mks)**