**GARRISA UNIVERSITY**

# University Examinations 2020/2021

**YEAR II SEMESTER I EXAMINATION FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION**

**MBA 867: BUSINESS STRATEGIC BEHAVIOUR**

**DATE: AUGUST 2021 TIME: 3 HOURS**

**INSTRUCTIONS: ANSWER QUESTION ONE (COMPULSORY) AND**

**ANY OTHER TWO QUESTIONS.**

**QUESTION ONE COMPULSORY (20 MARKS)**

In the recent past there has been proliferation of malls in the capital. In its policy of expansion by its management Nakumatt had to commit to opening up new markets years in advance, and sometimes when they finally did they ended up not being successful as expected and this drained the firms resources to finance new branches that did not generate enough funds to sustain them for long. This drained the already available resources causing the firm to be in debt and finally closing down.

**Required**

a) Discuss the growth strategies that a firm can use for survival (15 marks)

b) Advice the management of Nakumatt on how it would have used growth strategies to survive. (5 marks)

QUESTION TWO

Strategic management is a process that involves building a careful understanding of how the world is changing, as well as knowledge of how those changes might affect a particular firm. CEOs, such as late Apple-founder Steve Jobs, were able to carefully manage the possible actions that their firms needed to deal with changes that occur in their environment. In reference to the above observation discuss the following processes of strategic management process.

1. Environmental Scanning 5 Marks
2. Strategy formulation 5 Marks
3. Strategy implementation 5 Marks
4. Strategy Evaluation and Control 5 Marks

**QUESTION THREE**

Explain how the following techniques can be used to analyze the strategic context:

a) SWOT Analysis (10 marks)

b) PESTLE Analysis (10 marks)

**QUESTION FOUR**

Discuss the following strategic management strategies and models and their application in strategic business behavior.

a) Hoshin Planning model (10 marks)

b) Blue Ocean Strategy (10 marks)

**QUESTION FIVE**

Discuss the following strategic business behavior with examples

1. Customer Oriented behaviours; (5 marks)
2. Competitor Oriented Behaviours; (5 marks)
3. Innovation Oriented Behaviours; (5 marks)
4. Internal/ Cost Oriented Behaviours, (5 marks)