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**GARISSA UNIVERSITY**

**UNIVERSITY EXAMINATION 2020/2021 ACADEMIC YEAR ONE**

**FIRST SEMESTER EXAMINATION**

**SCHOOL OF BUSINESS AND ECONOMICS**

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

**COURSE CODE: MBA 867**

**COURSE TITLE: BUSINESS STRATEGIC BEHAVIOUR**

**EXAMINATION DURATION: 2 HOURS**

**DATE: 08/04/2021 TIME: 3.00-5.00 PM**

**INSTRUCTION TO CANDIDATES**

* **The examination has FIVE (5) questions**
* **Question ONE (1) is COMPULSORY**
* **Choose any other TWO (2) questions from the remaining FOUR (4) 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 TWO (2) printed pages *please turn over***

**QUESTION ONE (COMPULSORY)**

The director of production at a Head Office has for the last one year expressed his dissatisfaction with the volume of production. A year ago the manager tried to improve productivity at the plant, but without any success. The workers revolted against it and were subsequently restless for a few weeks. His observation was that production was intentionally delayed by workers. The morale of workers was down, with the normal complaints about wages, working conditions and leave.

1. Advice the company what it should do to boost the morale of the employees.                                     [10 marks]
2. Explain to the company management the different strategies it can adopt to manage the workers complains and conflicts. [10 marks]

**QUESTION TWO (20 MARKS)**

1. Assuming you are the Chief Executive of a new transport organization, Penta Enterprises, you are obliged among other top management to come up with the firm’s strategic management components. Propose to your other top management what you think could be:
2. The firm’s mission statement
3. Its corporate objectives
4. Its vision
5. Its core values [10 marks]
6. Explain the importance of strategic management in Penta Enterprises. [10 marks]

**QUESTION THREE (20 MARKS)**

1. State the levels at which strategies are crafted and hence explain the characteristics of strategies crafted at each level stated. [10 marks]
2. Briefly explain the strategic management process. [10 marks]

**QUESTION FOUR (20 MARKS)**

1. Discuss the concept of SWOT analysis as used in strategic management. [10 marks]
2. Value chain analysis views an organization as a sequential process of value adding activities. Using an appropriate diagram, explain value chain activities of a manufacturing company. [10 marks]

**QUESTION FIVE (20 MARKS)**

1. Discuss the five forces model as suggested by Michael Porter for industry analysis and formulation of appropriate business strategies. [15 marks]
2. Suggest the weaknesses of this model to forms that operate in different industries in Kenya. [5 marks]