



MUEO

MOI UNIVERSITY

OFFICE OF THE DEPUTY VICE CHANCELLOR, ACADEMIC AFFAIRS, RESEARCH
& EXTENSION

MOI UNIVERSITY EXAMINATIONS

2021/2022 ACADEMIC YEAR

SPECIALS/SUPPLEMENATRY EXAMINATIONS

FOR THE DEGREE OF EXECUTIVE MASTER OF BUSINESS ADMINISTRATION

COURSE CODE: MBA 871

COURSE TITLE: STRATEGIC MANAGEMENT

DATE: 17TH NOVEMBER 2022

TIME: 9AM – 12 NOON

INSTRUCTIONS TO CANDIDATES

Answer **Question One** and any other *three* questions

THIS PAPER CONSISTS OF (3) PRINTED PAGES INCLUDING COVER PAGE PLEASE

TURN OVER

Question 1

CASE STUDY: STRATEGIC MANAGEMENT PRACTICES IN COVID-19 CASE: AVIATION INDUSTRY

“The airline industry exists in an extremely competitive milieu. Its targeted clientele is from national and across the globe with several specialties. The strategic management practices are of much significance for the management to analyze the decision-making process to bind the uncertain conditions created by surroundings. It has become a matter of great importance to analyze the financial and administrative effects of Covid-19, which halted the tourist flow and overturn the budget estimation. To address the threat, strategic management provides a decisive contribution by adopting traditional business practices. The article aims to similar past crises and discusses the most appropriate management strategies, which undoubtedly respond to the crises and assist the air industry”

Source: PalArch's Journal of Archaeology of Egypt/Egyptology 2021.

- (a) Explain the categories of environmental influences in the aviation industry. (10mks)
- (b) Identify the strategies that ought to be adapted by airlines to recover from the effects of Covid-19 pandemic.(10mks)
- (c) Highlight the key drivers for change for airlines in the next five years. (5mks)

Question 2

- (a) Kenya's Aviation industry has been performing dismally over time, Discuss how the Porter's Five-Forces Model can be applied in this context. (10mks)
- (b)Using relevant illustrations elucidate the strategic responsibilities of the management in an organisation. (5mks)

Question 3

- (a)Strategic management is the process by which top management determines the long term direction and the organization, explain the strategic management process. (9mks)
- (b) It is imperative for organisation to clearly articulate their missions and vision statement, Discuss. (6mks)

Question 4

- (a) Strategy occurs at different levels in the organisation, explain the hierarchy at which different strategies are made. (9mks)
- (b)Many governments have been proactive in reforming aspects and corporate governance, Discuss. (6mks)

Question 5

- (a) Strategy development and planning is fundamental to creating and running a business, Discuss. (9mks)
- (b) Successful strategy formulation does not guarantee successful implementation, Advice organizations on how they can successfully implement their strategies. (6mks)

QUESTION 6

The value chain describes the category or activities within and around an organisation, which together create a product or service, Discuss. (15mks)

