



MUEO

MOI UNIVERSITY

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

MOI UNIVERSITY EXAMINATIONS

2022/2023 ACADEMIC YEAR

SPECIALS/SUPPLEMENATRY EXAMINATIONS

FOR THE DEGREE OF EXECUTIVE MASTER OF BUSINESS ADMINISTRATION

COURSE CODE: MBA 871

COURSE TITLE: STRATEGIC MANAGEMENT

DATE: 16TH NOVEMBER 2023

TIME: 9AM – 12 NOON

INSTRUCTIONS TO CANDIDATES

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

THIS PAPER CONSISTS OF (2) PRINTED PAGES INCLUDING COVER PAGE PLEASE

TURN OVER

QUESTION ONE

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 TWO

- (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 THREE

Examine FOUR reasons why you might choose to use Boston Consulting Group (BCG) model in strategic management. (15 marks)

QUESTION FOUR

- a) Examine the role of corporate history in shaping the strategy of the organization. (5 marks)
- b) What is the role of strategic leadership in driving organizational success? (10 marks)

QUESTION FIVE

- a) Explain three strategy levels and their implications. (6 marks)
- b) Discuss the steps involved in the strategic planning process. (9 marks)

QUESTION SIX

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