



MUEO

MOI UNIVERSITY

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

**UNIVERSITY EXAMINATIONS
2016/2017 ACADEMIC YEAR**

END OF SEMESTER EXAMINATIONS

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

EXAM CODE:- MBA 871

COURSE TITLE:- STRATEGIC MANAGEMENT

DATE:- 4TH SEPTEMBER, 2017

TIME:- 9.00A.M. – 12.00NOON.

INSTRUCTION TO CANDIDATES

➤ **SEE INSIDE.**

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**EASA CENTRE
MASTERS IN BUSINESS ADMINISTRATION
MBA 871 STRATEGIC MANAGEMENT**

QUESTION ONE:

Read the case below and answer questions which follow

GENERATION'S NEWEST SUPERVISOR

Paul Apel, a Supervisor at Generations, has been with the organization for approximately four years. He was promoted from the rank and file after his second year with the company. Generations is a clothing factory with one location in the Northeastern portion of the United States. Being newly promoted, Paul was afforded a significant amount of training, development and mentoring. The Human Resource department created with Paul and his manager, James Bausch (Jim), a developmental plan. The plan outlined the competencies needed to be successful on the job and the focus of training and education in order to achieve mastery in these necessary skills and abilities. Paul was one of two supervisors on the recently enhanced second shift. Due to an average 15% growth in business in the past three years, management decided to increase the size of the workforce. Adding a larger second shift made sense since machinery and equipment were readily available. Generations has a first shift also but it was at maximum capacity. Manpower could not be added. Paul held past positions of responsibility elsewhere as a prison and security guard. His mom, Grace Cotter, has been with Generations for twenty-five years. During the last ten years, Grace has been a union steward. Grace is a very dedicated, focused employee. She thought about retiring a few times so she could spend her days with her grandchild, Paul's son, but she decided at 60 years old she'd rather keep active and work. Besides, Grace was a valued employee and Generations appreciated this by rewarding Grace with out-of-contract bonuses and some extra time off when needed. Recently, Grace underwent hip surgery. Generations accommodated her due to the follow-up physical therapy which took place during work hours. Her physician told her there would always be some residual pain but Grace forgets this while at work. Her pleasant demeanor and knowledge of the product line is one of the many reasons why so many employees of Generations want to work with and respect Grace. The admiration management has for Grace surely played a part in the decision to promote Paul over other qualified non-Generations candidates. After two years as a supervisor of the 2nd shift, rumors about Paul began to make their way to Jim. One such story noted that Paul is rarely seen, if at all, during the second shift. He opens the shift up, sets up the various departments under his supervision, makes certain the work is distributed appropriately according to the production schedule, and then either disappears into his office or leaves the building. If an employee asks him a question he either ignores the employee or tells him/her to "do it the way they think they should do it." There was additional hearsay that Paul had a temper. He would yell at his employees for no apparent reason. Most of the 2nd shift was Asian and Mexican.

During his first six months as a supervisor, Paul's overall performance was rated as being Outstanding. This is the highest rating an employee can attain. Following the next six months his performance appraisal rating had dropped to a C+ (Competent Plus) which translates to functioning above average. During his second year, however, Paul's execution and the productivity of his

department during the 2nd shift began to deteriorate. Quality slipped and more often than not when the first shift arrived the morning after, they needed to clean up and also re-do some of the production orders because of errors made in sewing, cutting, and final pressing. This caused a backlog in shipping to world-wide designers, distributors, and major department stores that were waiting for the new seasonal clothing lines. Top Management trusted Middle Management and the Supervisors. This trust resulted in an unwritten “hands-off” position toward the second shift. “If it ain’t broke don’t fix it” was the mantra of Jim and his first shift team. Unfortunately, recent events had begun to show that things were not as rosy as once thought.

Several key areas were in need of immediate focus for Paul; external customer attention, change mastery, leadership, work ethics, integrity, communication, internal customer focus, and development of self and others. Human Resources consistently works with Paul on updating his developmental plan. The recommendation was to provide another formal evaluation in three then six months later to be certain improvement was noted in these critical competencies. Paul expressed his dissatisfaction with this outcome but accepted the assessment none-the-less.

- a) : In consideration of the SWOT analysis model identify and explain its applicability in this case and how effectively the model can be used to help the organization grow (10 marks).
- b) : Develop a mission and vision statement for the organization and explain the importance of each (10 marks)
- c) : Discuss the characteristics of strategic management which have been revealed herein (5 marks)
- d) : Identify and discuss theories and or models strategic management which have been illustrated in this case (5 marks)

QUESTION TWO:

Using relevant concepts as recognized in strategic management, discuss the concepts of internal and external environment and show how it contributes to the establishment of competitive advantages (10 marks).

QUESTION THREE:

Explain the various levels of strategy and the relevant set of strategies considered under each as well as the appropriate techniques managers can use at each level (10 marks)

QUESTION FOUR:

The work of Michael Porter is acknowledged in its contribution towards the understanding of competition in an industry. Discuss the basic premise of his approach and how it enhances competitor analysis.

QUESTION FIVE:

Differentiate using relevant examples the value chain approach and the resource based approach as used in strategic management.