



**REFORMED CHURCH UNIVERSITY**

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**FACULTY OF COMMERCE**  
**MASTER OF BUSINESS ADMINISTRATION**  
**STRATEGIC MANAGEMENT**  
**MBA 111**  
**PART 1 SEMESTER 2 EXAMINATION**

**TOTAL MARKS [100]**

DATE: APRIL 2024

Time: 3 Hours

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**INSTRUCTIONS**

1. This paper has *six (6)* questions
2. Answer question *one (1)* and *any* other *three (3)*
3. Each question carries *25 marks*
4. Start each question on a new page

1. With the aid of examples, examine the strategic Management process.  
[25 Marks]
2. Discuss Mckinsey's 7S model and show how it applies in coming up with a strategic business model.  
[25 Marks]
3. Examine the challenges that are faced in implementing a business strategy highlighting how these may be overcome.  
[25 Marks]
4. (a) Distinguish between strategic and operational plans, citing the level in an organization where such plans are made.  
[15 Marks]  
(b) Explain the usefulness of the goal-setting theory in an organization.  
[10 Marks]
5. Citing examples, examine how environmental analysis may assist in drawing up a strategic plan.  
[25 Marks]
6. Evaluate the contribution of Michael Porter's five forces model in analyzing business competitiveness.  
[25 marks]

**END OF PAPER**