



MACHAKOS UNIVERSITY

University Examinations for 2019/2020 Academic Year

SCHOOL OF BUSINESS AND ECONOMICS

DEPARTMENT OF BUSINESS ADMINISTRATION

THIRD YEAR SECOND SEMESTER EXAMINATION FOR

BACHELOR OF SCIENCE (AGRICULTURAL EDUCATION AND EXTENSION)

AGB 309 AGRIBUSINESS STRATEGIC MANAGEMENT

DATE: 10/11/2020

TIME: 11:00 – 1:00 PM

INSTRUCTIONS:

Answer Question one and any other two Questions.

Mintzberg says that getting the better of competitors, by plotting to disrupt, dissuade, discourage, or otherwise influence them, can be part of a strategy. A company's strategy is the game business owners and management use to position their organization in its chosen market area, to compete successfully, satisfy customers, and achieve good business performance.

Business leaders have to pay attention to the developments in the world because they are intertwined with market forces that affect consumers and demand. They have to adapt their business strategy to a constantly shifting environment. Changes in strategy should be done when it's clear achieving a strategic goal is either impossible or no longer desirable.

Strategy sits at the heart of any business and is one of the keys to sustainable success. Strategy helps organizations to maximize their resources and environment and allows them to develop new ways to stay ahead of competitors. Even with great ideas, or great products and services, you are unlikely to be successful in the long-term without an appropriate strategy.

However, 'strategy' can mean many things in an organizational context. It can refer to the long-term overall course of the organization, or to the day-to-day systems and how they are designed to maximize success - as well as many other things.

In view of the above

QUESTION ONE (COMPULSORY) (30 MARKS)

- a) Explain what is meant by a strategy in reference to, Mintzberg (1998), 5Ps of strategy. (5 marks)
- b) Discuss the characteristics of strategy (10 marks)
- c) Your roommate has been hired as a top-level manager and wishes to understand the type of decisions he will be making. Explain to him the levels of strategy in organization and indicate decision made at each level (10 marks)
- d) Strategies in an organization can be formalized in strategic plan. However, there are dangers in that. Discuss the dangers of formality of strategies. (5 marks)

QUESTION TWO (20 MARKS)

- a) You friends who are not taking a unit on strategic management argue that there is no need to have a strategic plan. Discuss the role of strategic management. In what ways does it contribute to the effectiveness of an agricultural based organization (10 marks)
- b) Analyze the external environmental scanning for an agribusiness which is about to commence (10 marks)

QUESTION THREE (20 MARKS)

- a) Explain the implications of dynamics in the external environment. (10 marks)
- b) You have been commissioned as a management consultant on strategic issues. Advise Kenya Airways on what to do in order to be the world favorite airline. (10 marks)

QUESTION FOUR (20 MARKS)

- a) Strategic management is concerned with deciding on the strategy and how to put it into action. Discuss the main elements of concern. (10 marks)
- b) Explain the Factors Affecting use of Environmental analysis in Strategy Formulation (10 marks)

QUESTION FIVE (20 MARKS)

- a) Discuss the worldwide integration strategy embraced by an organization to remain competitive and relevant. (8 marks)
- b) Explain the characteristics of a good strategic objectives (12 marks)