



Strathmore
UNIVERSITY

STRATHMORE UNIVERSITY BUSINESS SCHOOL

MASTER OF MANAGEMENT IN AGRIBUSINESS

END OF SEMESTER EXAMINATIONS

MMA 8304: STRATEGIC MANAGEMENT IN AGRIBUSINESS

Date: Friday, 22nd February 2019

Time: 3 Hours

Instructions

1. This examination consists of **FIVE (5)** questions.
2. Answer Question **ONE** and **ANY OTHER THREE** questions.
3. Be as precise and concise as possible

Question 1 (Compulsory) (20 Marks)

Read the Case provided “**Sangsua Tea Estate: Operational Challenges in Production**” and answer the following Questions.

You have been recruited by Prabin Singh to assist him come up with a strategy to increase production and revenues for Sangsua Tea Estate.

Required:

- a) Identify and elaborate the key challenges faced by Sangsua tea Estate **(8 Marks)**
- b) Using your knowledge of strategic management, identify the key areas that should be captured in the strategy of the Estate. **(8 Marks)**
- c) Suggest how you would progress with the implementation of the strategy to achieve the desired results **(4 Marks)**

Question 2 (10 Marks)

Strategic management can be done at three levels in an organization giving birth to three levels of strategy.

- a) State the **three** levels of strategy and discuss the important question in each level. **(6 Marks)**

- b) For strategy to be effective, it must be communicated seamlessly in all the levels of the business. State and explain briefly **four** strategies or avenues for effective strategy communication that would benefit your organization or an organization of choice

(4 Marks)

Question 3 (10 Marks)

The introduction of Genetically Modified Organisms (GMOs) has faced many challenges in most countries in particularly emerging market. The fear is that this move of genetic advancement is likely to result in adverse effects both human life and the local gene pool. Monsanto, one of the Tech Seed Companies pushing this agenda intends to introduce GMO maize in your country. They have approached you to assist them in stakeholder management for this process.

Identify the appropriate stakeholders and explain how you will proceed with this assignment.

Question 4 (10 Marks)

Choose the company you work for or any other specific company. Discuss the concept of the Value Chain and describe how the managers of this company can use value chain analysis to identify and manage specific capabilities in order to achieve competitive advantage.

Question 5 (10 Marks)

Strategy Execution is a key element of the strategy development process. A good strategy without a proper execution always ends up with disappointment.

- a) Explain the difference between strategy execution and strategy implementation **(2 Marks)**
- b) Enumerate and briefly explain the components of a good Strategy Execution using McKinsey approach **(4 Marks)**
- c) Explain why strategies fail **(4 Marks)**