



STRATHMORE BUSINESS SCHOOL

MASTER OF MANAGEMENT IN AGRIBUSINESS

END OF SEMESTER EXAMINATION

MMA 8304: STRATEGIC MANAGEMENT IN AGRIBUSINESS

Date: Thursday 19th May 2022

Time: 3 Hours

Instructions

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

Question 1 (20 Marks) (Compulsory)

Read the Case provided and answer the following Questions.

Case: “*Strategy and Strategic Factors at ACME Birdseed Company*”

Required: Take the position of Angela Baker in this case.

- a) Highlight and briefly explain the strategic issues that you would cover in your presentation
(10 Marks)
- b) Using your knowledge of Generic strategies and Bowman’s Strategy Clock, please make appropriate recommendations to the Board of ACME on how the company can create and capture value to remain competitive
(10 Marks)

Question 2 (10 Marks)

Strategy formulation starts with the appreciation of the management philosophy, a consideration of the five elements of strategic thinking and the use of a three-legged stool to describe the three aspects of strategy.

- a) Explain your understanding of the management philosophy **(2 marks)**
- b) Briefly explain the five elements of strategic thinking **(5 Marks)**
- c) Identify and briefly explain what each of the three legs of the strategy stool stand for **(3 marks)**

Question 3 (10 Marks)

Managing Strategic Change is considered one of the most critical roles of the Leadership of any organization.

- a) Explain the **key elements of leading in leading a strategic** change in an organization **(4 Marks)**
- b) Briefly explain, with appropriate examples, how Kotter's approach to change management can be used to effectively manage change arising from tremendous growth in a business. **(6 Marks)**

Question 4 (10 Marks)

The introduction of Genetically Modified Organisms (GMOs) has faced many challenges in most countries in particularly in developing economies. 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 5 (10 Marks)

Resource based view of a firm posits that organizations in any given sector will have a similar basic set up of their operations. However, the differentiation arises from the resources and capabilities that reside in each organization hence making them 'heterogeneous' in this respect. Using appropriate examples, enumerate and briefly explain the four approaches that can be used to analyze the resources of a firm.