



"Investing in Africa's Future"

COLLEGE OF BUSINESS, PEACE, LEADERSHIP AND GOVERNANCE

NMMS 411: STRATEGIC MANAGEMENT II

END OF SEMESTER EXAMINATION

NOVEMBER 2022

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DURATION: 3 HOURS

INSTRUCTIONS

**ANSWER ALL QUESTIONS IN THIS PAPER
SOUND ARGUMENT AND ILLUSTRATIONS WILL EARN YOU MARKS**

QUESTION 1(25 marks)

Basing yourself on Michael Porter's theory of competitive forces, assess the competitive position of an organization that you know and suggest a generic strategy for competitive advantage.

QUESTION 2 (25 marks)

Describe the strategy process as explained in ONE of the following cases:

1.	Phil Knight: CEO at Nike
2.	Komatsu Limited
3	Apple Computer 1992
4.	Bill Gates and the Management of Microsoft
5.	The Body Shop International
6.	Adam Opel AG
7.	Intel Corporation
8.	The Harvard Business School
9.	Colgate Palmolive
10.	Jack Welch
11	Uber
12	Jack Ma, Alibaba
13	E-bay
14	Amazon

QUESTION 3 (50 marks)

According to Mintzberg, an organization has 6 parts.

- a) Using concrete examples, explain in detail each of those six parts.

The way those parts are related to each other lead to six organizational configurations.

- b) Explain each configuration using a diagram.
c) Discuss whether there is a relationship in Mintzberg's theory between organizational configurations and coordination mechanisms.

END OF PAPER