



OFFICE OF THE DEPUTY VICE-CHACELLOR  
ACADEMICS, RESEARCH AND STUDENTS' AFFAIRS

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# UNIVERSITY EXAMINATIONS

## 2025/2026 ACADEMIC YEAR

SECOND YEAR FIRST SEMESTER MAIN/ REGULAR  
EXAMINATION

FOR THE DEGREE OF MASTER OF BUSINESS  
ADMINISTRATION

COURSE CODE: MBA 867

COURSE TITLE: BUSINESS STRATEGIC MANAGEMENT

DATE: 17/12/2025

TIME: 9.00AM-12.00PM

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### INSTRUCTION TO CANDIDATES

- SEE INSIDE

THIS PAPER CONSISTS OF 5 PRINTED PAGES

PLEASE TURN OVER

**MAIN/ REGULAR EXAM**

**BA 867: BUSINESS STRATEGIC MANAGEMENT**

**STREAM: MBA**

**DURATION: 3 HOURS**

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**INSTRUCTIONS TO CANDIDATES**

- i. Answer Question **ONE** and any other **TWO** questions.
- ii. Do not write on the question paper.

**QUESTION ONE**

**(40 MARKS)**

A successful East African technology startup, *TechNova*, initially achieved rapid growth by leveraging its founder's unique coding talent and a deep understanding of local market pain points. Five years later, the founder has left, the market has become highly competitive, and the company is struggling to maintain its market position.

- (a) (i) Analyze and contrast the core principles of the Resource-Based View (RBV) and the Market-Based View (MBV) as explanations for *TechNova*'s *initial* competitive advantage.  

**(10 Marks)**
- (ii) Use the VRIO framework to evaluate how *TechNova*'s internal resources might have contributed to its early success under the RBV.  

**(10 Marks)**
- (b) (i) The company's current stagnation suggests potential Strategic Drift. Discuss the concept of Strategic Drift and propose specific Innovation-Oriented Behaviors that *TechNova* must adopt to regain relevance.  

**(10 Marks)**
- (ii) Justify why Open Innovation and the pursuit of Disruptive Innovation are more appropriate than simply implementing sustaining innovation in the current dynamic market.  

**(10 Marks)**

**QUESTION TWO**

**(20 MARKS)**

- (a) Define Competitor-Oriented Behaviour and outline the three main components of Competitor Analysis.  

**(10 Marks)**
- (b) Evaluate the strategic logic behind the Blue Ocean Strategy. How does this approach fundamentally differ from traditional competitor-oriented behaviors that typically result in