



Kasarani Campus  
Off Thika Road  
P. O. Box 49274, 00101  
NAIROBI  
Westlands Campus  
Pamstech House  
Woodvale Grove  
Tel. 4442212  
Fax: 4444175

**KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY**  
**UNIVERSITY EXAMINATIONS, 2024/2025 ACADEMIC YEAR**  
**FIRST YEAR, SECOND SEMESTER EXAMINATION**  
**FOR MASTER IN BUSINESS ADMINISTRATION**

**KSM 3111 STRATEGIC MANAGEMENT**

**Date: 15<sup>TH</sup> AUGUST, 2024**

**Time: 11:00 AM – 2:00 PM**

**INSTRUCTIONS TO CANDIDATES**

**ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER THREE QUESTIONS**

**QUESTION ONE: COMPULSORY (40 MARKS)**

**Read the case study below and answer the questions that follow: -**

**MONISH COMPANY LIMITED**

In a letter to shareholders in January 2022 annual report of Monish Company Limited Dr. Matesh Mick the Company's CEO projected his outlook for the company. Globally people of all cultures are increasing their participation in fitness activities since they are motivated by the common desire for athletic and personal excellence. Monish is a simple company and many of her customers like associating with it because it provides them with their desires of athletic needs through provision of various athletic facilities. Since Dr Matesh Mick became the company's CEO in 2013 he did not bother to develop the company's fundamental philosophical statements of vision, mission core values and service charter.

Over the past decade the company has enjoyed an excellent management team with many distribution centers worldwide which have led to significant improvement in company's operations in regard to profit growth and market share. For the last five years the company has hired more than 100 employees on a two-year contract which are not renewable. The company's CEO Dr Matesh met the heads of various department only once in six months and never entertained any feedback or suggestions from them. His main focus was to give them directives. In addition, he did not implement the workers compensation scheme as per the company's policy. Since 2020 the customer complaints have been on the rise. The customer survey report revealed that most customers complain of poor public relations with the company's sales force and discrepancies in deliveries as per agreement with sales force. In addition, the sales force do not act or even respond to customers complaints.

Kenitak, a company which was incorporated in mid-2021 and specializing in the same products as Monish seems to be capturing most of the Monish customers. Mr. Matesh wonders what he can put in place to capture the lost glory which has been revealed by significant reduction in market share and decline in profits. The Board of Directors have given the CEO an ultimatum of one month to give a report on the way forward and that his report should include a report on environmental scanning. This has been necessitated by the fact that many shareholders are disposing their shareholding with a lot of difficulties because of the low rate of dividend yield.

- a) Explain the major reasons for the significant decline in profit growth. **(6 Marks)**
- b) What advice would you offer to Dr. Matesh in regard to the one-month ultimatum given to him by the Board of Directors. **(6 Marks)**

- c) Discuss the strategies that can be put in place by the Top Management of Monish Co. Ltd in order to get back to its lost glory. (6 Marks)
- d) Explain Dr Matesh the importance developing the following fundamental philosophical statements for the company
  - i. Vision (6 Marks)
  - ii. Mission (6 Marks)
- e) Discuss the reasons why the Board of directors in their ultimatum to CEO needed to be furnished with a report on environmental scanning (6 Marks)

**QUESTION TWO: (20 MARKS)**

- a) Using an organization of your choice discuss the different perspectives from which Mintzberg, Ahlstrand and Lampell (2005) defined a strategy. (5 Marks)
- b) Examine the characteristics of strategic decisions (7 Marks)
- c) Using an organization of your choice evaluate the process of strategic management. (8 Marks)

**QUESTION THREE: (20 MARKS)**

- a) “Strategies are developed at several levels in an organization depending on the size and diversity of the organization”. Discuss the levels of strategy and the main duties of managers at each level. (6 Marks)
- b) Examine the reasons under which an organization may prefer to implement growth strategies. (8 Marks)
- c) Discuss the demerits of portfolio analysis (6 Marks)

**QUESTION FOUR: (20 MARKS)**

- a) In regard to strategy formulation, every organization must collect data on various strategy alternatives. Examine the factors which influence choice of a suitable strategy. (6 Marks)
- b) Control of strategy implementation is of any organization. Examine the guidelines for effective controls of strategy implementation. (6 Marks)
- c) For organizations to survive in the long run, they must embrace and implement change. Discuss any **four** types of such change. (8 Marks)

**QUESTION FIVE: (20 MARKS)**

- a) Discuss the principal managerial tasks which managers must perform for effective strategy implementation. (8 Marks)
- b) Examine the five forces’ model developed by Michael Porter which has been the most commonly used analytical tool for examining the competitive environment. (5 Marks)
- c) Using an organization of your choice examine market development strategies as put forward by Ansoff growth product matrix. (7 Marks)