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KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2024/2025 ACADEMIC YEAR
FOURTH YEAR, SECOND SEMESTER EXAMINATION
FOR THE DEGREE OF BACHELOR OF SCIENCE
(BUSINESS ADMINISTRATION)

Date: 12th August, 2024
Time: 8.30am – 10.30am

KBM 2405 SELECTED TOPICS IN BUSINESS AND STRATEGIES

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

REQUIRED: READ THE CASE STUDY BELOW AND ANSWER THE FOLLOWING QUESTIONS

WALMART AND ITS STAKEHOLDERS

Walmart is one of the world's largest retailers, with a complex network of stakeholders. In recent years, the company has faced criticism over its treatment of employees and suppliers, as well as its impact on the environment. To address these concerns, Walmart has implemented a comprehensive stakeholder engagement strategy, that includes revising the existing policies to accommodate the concerns of its various stakeholders. More so, to mitigate risks and overcome challenges that could emanate from conflict of interest between Walmart and its stakeholder, Walmart has initiated regular dialogue with its stakeholders, including customers, employees, suppliers, and community groups, to understand their concerns and priorities.

Walmart has also set ambitious sustainability goals, seeing that its market reach is global, such as sourcing 100% renewable energy and achieving zero waste, which demonstrate its commitment to responsible business practices. Additionally, it has competitively tried to protect its market share through adoption of targeted marketing through market segmentation. Over time, Walmart has implemented various growth strategies to identify untapped opportunities and gain a competitive edge against its competitors. By engaging with stakeholders and taking concrete actions to address their concerns, Walmart has been able to build trust and strengthen its reputation as well transforming its financial profile centered on business growth and diversified earnings.

- a) Highlight the effect of stakeholder's policies; environmental policies, government regulations, and societal regulations on Walmart's decision making process. (5 marks)
- b) It important for Walmart to solicit the input of the mentioned stakeholders in its decision making process. Explain these benefits (5 marks)
- c) Risk analysis and mitigation is one of the strategies employed to manage politics around strategic management. Identify the various ways conflict between the stakeholders and Walmart can be mitigated before escalating to levels that can harm all parties. (5 marks)

- b) Describe the various challenges likely to be encountered by Walmart in its efforts to remain competitive and protect its acquired market share. (5 marks)
- c) As a global business, Walmart can segment its potential market in several ways to enhance brand reach and engagement. Explain the ways in which Walmart can segment its potential market. (5 marks)
- d) As a multinational enterprise, Walmart has adopted several growth strategies to seize opportunities and achieve sustainable growth and competitiveness. Discuss these growth strategies (5 marks)

QUESTION TWO (20 MARKS)

- a) Identify the key stages involved in public policy formulation and implementation. (6 marks)
- b) The entrepreneurial mindset plays a crucial role in strategic decision-making for businesses. This is particularly true for Micro, Small, and Medium Enterprises (MSMEs) looking to innovate, adapt, and thrive in dynamic and competitive environments. Explain how the entrepreneurial mindset influences strategic decision-making (8 marks)
- c) Discuss the vital role of innovation and technology in organizations that are looking to beat competition and remain relevant in their chosen markets (6 marks)

QUESTION THREE (20 MARKS)

- a) Emerging industries are faced by a myriad of challenges in their efforts to grow their market share. Discuss the various market entry strategies adopted by such companies. (8 marks)
- b) Portfolio optimization is a formal strategic management approach used in making investment decisions across the lifecycle of a business. Discuss the various portfolio optimization strategies used the lifecycle of a business. (6 marks)
- c) Explain different harvesting and divestment strategies commonly used by declining organizations. (6 marks)

QUESTION FOUR (20 MARKS)

- a) The process of benchmarking is significant because you can identify exactly why a competitor is succeeding or what drives customer satisfaction in your industry. Discuss the various types of benchmarking used by organizations (8 marks)
- b) One known social model for building a strong and reputable brand is through corporate social responsibility (CSR). Explain the benefits of embracing CSR to an organization (6 marks)
- c) Discuss the various restructuring and turnaround strategies aimed at helping or rescuing organizations in severe financial distress (6 marks)

QUESTION FIVE(20 MARKS)

- a) Describe the business environmental analysis during business strategy formulation and its importance. (8 marks)
- b) During strategy implementation and execution, it is important for a business to evaluate and monitor progress. Discuss the importance of evaluation and monitoring. (6 marks)
- c) Analyze how a business in any industry of your choice can sustain its competitive advantage through building on its core competencies. (6 marks)