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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)
SPECIAL EXAMINATION

Date: 12th August, 2024
Time: 11.30am – 1.30pm

KBA 002 STRATEGIC MANAGEMENT

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

XYZ COMPANY LTD

In recent years, virtually all firms have realized the importance of strategic management. However, the key difference is the way in which strategies are identified, strategic management is done and strategic planning is carried out makes the difference. XYZ Company in the Retail Industry has a clear strategic intent. The company has been experiencing high labour turnover among its top management staffs. The Chief Executive Officer has been wondering what could be wrong despite having capacity building program in place. The CEO decided to engage the services of a consultant, Jennifer to diagnose and establish the challenges faced by the company. The organization had initially started talent management program a week ago which the consultant applauded to be a good idea.

The consultant did her work and found that the high labour turn over is due to lack of participation and involvement and workforce diversity among other factors. In her recommendations, the key priority area that the CEO should focus on was - Workforce Diversity Management. She stated that the case for inclusion of diversity in the modern organizations is a priority and clear both from research and practice. Evidence based research and data driven decision making is significant to all organizations. It is everyday life and not something that can be avoided. The consultant advised the CEO to implement the best practices in workforce diversity management.

She stated that some other strategies that need to be implemented to realize diversity in the workplace include: mentorship, workplace capacity building programs that creates a pipeline for underrepresented groups, equality and equity among others. These strategies are significant, long-term and drive customer focus, takes into account customer and competitors' behaviour. Only when this is done, will XYZ and other organizations start to realize the benefits of diversity and inclusion in the workplace so as to achieve the organizational goals and objectives. In the case study, the consultant identified various strategies.

- a) Define a Strategy. (2 marks)
- b) Define a Strategic Intent. (2 marks)
- c) Explain **THREE** Features of Strategy as identified by the Consultant in this case study. (6 marks)
- d) Identify and explain **FIVE** strategies that the consultant recommended to be implemented to enhance workplace diversity at XYZ Company. (10 marks)
- f) Explain **FIVE** ways in which strategic management will be beneficial to XYZ company. (5 marks)
- g) Outline **FIVE** key characteristics of good strategic leaders who can turn around XYZ Company to the right strategic direction. (5 marks)

QUESTION TWO (20 MARKS)

- a) Objectives are defined as goals that organization wants to achieve over a period of time. Explain FIVE features of effective and achievable objectives (10 marks)
- b) Understanding the levels of strategy is key in identifying the strategic alternatives. Using examples, discuss **THREE** levels of strategy (6 marks)
- c) You have been identified as a consultant to take your team through strategy formulation process. Using examples
- d)
 - i) Define Strategy Formulation (2 marks)
 - ii) Explain FIVE steps in Strategy Formulation Process (12marks).

QUESTION THREE (20 MARKS)

- (a) Lily is a student pursuing her Bachelor of Science Degree in Business Administration. She is committed to achieving her educational goal. Evaluate **FIVE** features of a well set goal. (10 marks)
- (b) Belinda would like to start a business in the Hotel Industry in Mombasa County. She has requested you to assist her carryout environmental analysis and assess the viability of her business idea. Explain external environmental factors to analyse. (10 marks)

QUESTION FOUR (20 MARKS)

- a) The vision must be deeply instilled in the organization, being owned and shared by everyone involved in the organization. Explain the difference between a Vision and a Mission. (2 marks)
- b) You have been identified to assist your organization carryout an internal environment analysis. Identify and explain any **FOUR** factors you will analyse. (8 marks)
- c) Discuss any **FIVE** emerging issues and trends in strategic management as a tool in organizations management systems. (10 marks)

QUESTION FIVE (20 MARKS)

- a) A vision statement must be owned. For example, Microsoft's vision is "to empower people through great software, any time, any place, or any device. As a potential strategist, explain **FIVE** features of a vision. (10 marks)
- b) Strategy formulation is key in strategic management process. Explain **FIVE** differences between strategy formulation and strategy implementation . (10 marks)