



# MAASAI MARA UNIVERSITY

REGULAR UNIVERSITY EXAMINATION

2023/2024 ACADEMIC YEAR

THIRD YEAR FIRST SEMESTER

SCHOOL OF BUSINESS AND ECONOMICS

BACHELOR OF COMMUNICATION AND PUBLIC  
RELATIONS

COURSE CODE: CPR 3106-1

COURSE TITLE: STRATEGIC MANAGEMENT

DATE: 14/12/2023

TIME: 1100-1300 HRS

## INSTRUCTIONS TO CANDIDATES

You should have the following in the examination:

- Answer booklet

Attempt question **ONE** and any other **TWO**

**Mobile phones** are **prohibited** in examination room

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**QUESTION ONE: COMPULSORY (20 MARKS) AND ANSWER ANY OTHER TWO QUESTIONS**

Kenya Power and Lighting Co. Ltd inability to match its resources, reward systems policies, procedures and support systems with its strategic plans posed a major challenge to its strategy implementation process and indeed, led to failure of its strategies. When Kenya Power and Lighting Co. Ltd was implementing its strategic plan, to retrench its staff, outsource non-core activities and merge two independently operating programs. It failed to align some of the most critical strategy supportive aspects of the organization.

- (i) Assuming you have been appointed as the new strategic manager of Kenya power and Lighting Co. Discuss the steps you will follow to ensure successfully implementation of strategies in Kenya Power

**(10 Marks)**

- (ii) State and explain two reasons why Kenya Power was not enable to implement its strategies effectively **(4 Marks)**

- (iii) Conduct a SWOT analysis for Kenya Power and Lighting Co. Ltd

**(6 marks)**

**QUESTION TWO**

- (i) Assuming you are the Chief Executive of a new organization: Pendo Enterprises you are obliged among other top management to come up with the firm's strategic management components. Propose to your other top management what you think could be:

(a) The firms' mission statement **(3 Marks)**

(b) Its corporate objectives **(2 Marks)**

(c) Its vision **(2 Marks)**

- (ii) Discuss FOUR grand strategies that could be adopted by organizations.

**(8 Marks)**

**QUESTION THREE: 20 MARKS**

- (i) How can SWOT analysis be useful for both internal and external environmental analysis? **(8 Marks)**
- (ii) The Balance score card is widely used as a useful set of performance targets for controlling organization's performance. Discuss the contents of the balance score card and its potential benefits to organizations. **(7 Marks)**

**QUESTION FOUR (15 MARKS)**

- (i) "The task of strategy evaluation and control often follows a sequential pattern". Explain this statement in line with the stages business managers pass through when evaluating the performance of their businesses. **(5 Marks)**
- (ii) Discuss Michael Porter's five forces of competition giving the generic strategies he recommends for strategy formulation. **(10 Marks)**

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