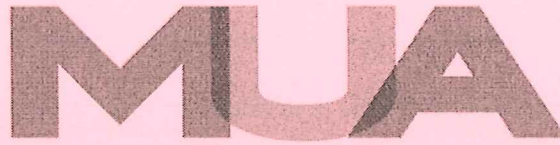


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**DIPLOMA UNIVERSITY EXAMINATIONS**  
**SCHOOL OF MANAGEMENT AND LEADERSHIP**  
**DIPLOMA IN MANANAGEMENT AND LEADERSHIP**

**DML 100: INTRODUCTION TO STRATEGIC MANAGEMENT**

**DATE: 2<sup>ND</sup> DECEMBER 2024**

**DURATION: 2 HOURS**

**MAXIMUM MARKS: 70**

**INSTRUCTIONS:**

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **FOUR** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **10 MARKS** each.
7. Write all your answers in the Examination answer booklet provided.

**QUESTION ONE**

Read the Case Study below carefully and answer the questions that follow:

**The Strategic Management practices at EcoTech Solutions**

EcoTech Solutions, a global leader in sustainable technology, has carved out a reputation for integrating strategic management, core values, and corporate social responsibility (CSR) into its business model. This case study explores how these elements contribute to the company's success and impact on society. EcoTech Solutions was founded in 2005 with the mission to develop innovative technologies that promote environmental sustainability. The company specializes in renewable energy solutions, energy-efficient products, and green building materials. Headquartered in Silicon Valley, EcoTech operates in over 30 countries and employs 10,000 people worldwide. EcoTech's vision is to lead the global transition to sustainable energy. Its mission is to provide cutting-edge, eco-friendly solutions that meet the energy needs of today while protecting the environment for future generations. Innovation and R&D: Investing in research and development to create advanced, sustainable technologies.

**Market Expansion:** Expanding into emerging markets to increase global reach and impact. Setting industry standards for environmental stewardship and corporate responsibility. EcoTech employs a strategic management process that involves: Regularly analyzing market trends, regulatory changes, and technological advancements. Developing long-term plans aligned with the company's mission and vision. Implementing plans through cross-functional teams, ensuring alignment across the organization. Using key performance indicators (KPIs) to track progress and adjust strategies as needed. EcoTech places sustainability at the core of its operations. This value drives the company's commitment to developing products that reduce environmental impact and promote conservation. The company fosters a culture of creativity and continuous improvement, encouraging employees to develop breakthrough solutions. The company is committed to ethical conduct, transparency, and accountability in all its dealings.

EcoTech prioritizes customer satisfaction by providing high-quality products and exceptional service. Understanding and meeting customer needs is essential to the company's strategy. EcoTech believes in the power of collaboration, both internally and externally. By partnering with stakeholders, including governments, NGOs, and other businesses, EcoTech advances its sustainability goals. EcoTech's CSR strategy emphasizes environmental sustainability. Key initiatives include:

**Achieving carbon neutrality across all operations by 2030**

Transitioning to 100% renewable energy for manufacturing  
Implementing zero-waste practices and recycling programs.  
EcoTech is dedicated to making a positive social impact. Programs include:  
Community Engagement: Supporting local communities through education, healthcare, and infrastructure projects.  
Employee Well-being: Promoting a healthy work-life balance, providing competitive benefits, and fostering a supportive work environment.  
Diversity and Inclusion: Encouraging diversity in hiring and creating an inclusive workplace culture.

Ethical Sourcing: Ensuring that suppliers adhere to high ethical and environmental standards. Supporting fair trade and providing fair wages to workers in the supply chain.  
Investing in local economies, particularly in emerging markets, to create job opportunities and stimulate growth.

**Required:**

- a) Clearly discuss five importance of strategic management as shown above  
(10 Marks)
- b) Identify five core values listed by the above company. (10 marks)
- c) Explain the five benefits of corporate social responsibility above case study  
(10 Marks)

**QUESTION TWO**

- a) Define the term corporate Governance. (2 marks)
- b) Explain the role of the Chairman and the Board in relation to corporate Governance (5 marks)
- c) Enumerate any Three pillars of corporate governance (3 marks)

**QUESTION THREE**

- a) Elucidate strategy formulation process (5 Marks)
- b) Enumerate five limitations associated with Strategy Implementation (5 Marks)

**QUESTION FOUR**

- a) Define the term strategy. (2 Marks)
- b) Key features of an effective strategy. (5 Marks)
- c) Propose three activities that take place at the functional strategy level (3 marks)

**QUESTION FIVE**

- a) Discuss key five features of Micheal porters Value chain analysis theory (5 Marks)
- b) Elucidate five shortcomings of Value chain Theory (5 Marks)

**QUESTION SIX**

- a) Discuss how key Performance Indicator can be used as measure of performance and control in strategy implementation (5 Marks)
- b) Enumerate the role of Chief Executive officer in relation to corporate Governance (5 Marks)