



**POST GRADUATE UNIVERSITY EXAMINATIONS**  
**SCHOOL OF MANAGEMENT AND LEADERSHIP**  
**DEGREE OF MASTER OF BUSINESS ADMINISTRATION/**  
**MASTER OF MANAGEMENT AND LEADERSHIP**

**MBA 511: STRATEGIC MANAGEMENT**

**DATE: 31<sup>ST</sup> MARCH 2026**

**DURATION: 3 HOURS**

**MAXIMUM MARKS: 60**

**INSTRUCTIONS:**

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **FOUR (4)** questions.
4. Question **ONE is compulsory**.
5. Answer any other **TWO** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **15 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided**

**QUESTION ONE****a) Sunrise University**

Sunrise University is a private institution operating in a highly competitive higher education sector. In recent years, student enrolment has declined, research output has stagnated, and funding from donors has been reduced. The Vice-Chancellor has initiated a strategic review and tasked a committee to develop a five-year strategic plan. The committee conducted an environmental scan, assessed internal resources, formulated strategic objectives, and selected competitive strategies, and designed implementation and evaluation mechanisms.

**Required:**

Using the case of Sunrise University, explain the key stages of the Strategic Management Process and how each stage would assist the university to regain competitiveness and sustainability.

**(8 Marks)**

**b)** Kibo Manufacturing PLC is a listed company in East Africa operating in the agro-processing sector. In the past five years, the company has experienced rapid growth and attracted foreign institutional investors. However, concerns have been raised by shareholders regarding weak board oversight, limited disclosure of sustainability practices, lack of gender diversity on the board, and potential conflicts of interest between executive directors and minority shareholders.

Recently, the Capital Markets Authority (CMA) issued revised Corporate Governance Guidelines emphasizing:

- Board independence and separation of the roles of Chairperson and CEO.
- Enhanced disclosure and transparency in financial and non-financial reporting.
- Environmental, Social and Governance (ESG) reporting and sustainability assurance.
- Board diversity in terms of gender, skills, and experience.

- Stronger risk management and internal control systems.

The board of Kibo Manufacturing PLC is now reviewing its governance structures to align with the best global practices and regulatory expectations.

**Required:**

Using the above case, identify and explain the key trends in corporate governance that Kibo Manufacturing PLC should adopt.

**(7 Marks)**

- c) Explain the approaches to environmental scanning in strategic management. Illustrate how each approach assists managers in identifying opportunities and threats in the external environment.

**(5 Marks)**

**d) Strategic Group Mapping**

The Kenyan mobile telecommunications industry has four main players: Safaricom, Airtel Kenya, Telkom Kenya, and a small number of Mobile Virtual Network Operators (MVNOs) such as Equitel and Faiba Mobile. These firms compete using different strategic dimensions, particularly price level and network coverage/quality.

- **Safaricom** positions itself as a premium provider with the widest network coverage, superior service quality, strong brand loyalty, and higher average tariffs.
- **Airtel Kenya** offers relatively wide coverage but competes aggressively on price with affordable data and voice bundles.
- **Telkom Kenya** focuses on cost leadership with very low-priced internet and voice packages but has more limited coverage.
- **MVNOs** such as Equitel and Faiba Mobile target niche segments with specialized digital or bundled financial services, operating on leased networks and competing mainly on innovative offerings rather than coverage.

**Required:**

- i. Using the concept of Strategic Group Mapping, identify and explain the strategic groups in this industry and assess how firms are positioned based on the two dimensions of price level and network coverage. **(5 Marks)**
- ii. Define Internal Scanning in Strategic Management. **(2 marks)**
- iii. Explain any three tools used in Internal Scanning. **(3 marks)**

## QUESTION TWO

- a) With the aid of relevant examples, explain the concept of Corporate Level Strategy and discuss any two types of corporate level strategies an organization may adopt.

**(5 Marks)**

- b) **Strategic Choice Process**

A private university in Kenya is experiencing declining student enrolment due to increased competition, rising operational costs, and changing student preferences toward online and international programmes. As a member of the university's top management team, explain how the Strategic Choice Process would be applied to select the most appropriate strategy to address this challenge.

**(5 Marks)**

- c) A university has developed a new five-year strategic plan aimed at improving research output, student enrollment, and financial sustainability. However, after two years, the targets have not been achieved despite the strategy being sound.

**Required:**

- i. Explain the concept of Strategy Implementation. **(2 marks)**
- ii. Analyze three major factors that could hinder effective strategy implementation in this case. **(3 marks)**

### QUESTION THREE

- a) Explain the concept of *Strategy Evaluation and Control* and discuss its importance in ensuring successful strategy implementation in an organization.

**(5 Marks)**

- b) Discuss the various levels of strategies employed by organizations.

**(5 Marks)**

- c) Analyse the environmental issues and explain their influence on strategic management.

**(5 Marks)**

### QUESTION FOUR

- a) Describe various internal appraisal techniques. **(8 marks)**

- b) Define organizational structure and explain its importance in an organization.

**(3 Marks)**

- c) Discuss the main types of organizational structures and highlight one advantage and one limitation of each type.

**(4 Marks)**