

The
Management
University
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DIPLOMA UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DIPLOMA IN MANAGEMENT AND LEADERSHIP

DML 100: INTRODUCTION TO STRATEGIC MANAGEMENT

DATE: 3RD AUGUST 2026

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:

GREENTECH INNOVATIONS LTD

GreenTech Innovations Ltd is a rapidly growing Kenyan company specializing in renewable energy technologies, particularly solar-powered home systems and water heating solutions. Established five years ago, the company's mission is to promote affordable and sustainable energy solutions to rural and peri-urban households. The founder, an engineer with a passion for green energy, attributes the company's success to its strong internal resources — a skilled technical team, a unique product design, and efficient supply chain partnerships with local assemblers. GreenTech has positioned itself as a market leader by focusing on innovation and leveraging its internal strengths to create products that are both affordable and durable.

Over time, GreenTech has realized that its competitive advantage does not rely solely on external factors such as government incentives or market trends, but primarily on its internal capabilities — particularly the knowledge and creativity of its engineers, its proprietary solar battery technology, and its strong organizational culture focused on sustainability. To strengthen governance, the company established a board of directors comprising professionals in finance, engineering, marketing, and law, whose collective expertise supports strategic decision-making and risk management.

The board plays a critical role in aligning GreenTech's strategic direction with its vision of becoming the most trusted provider of renewable energy solutions in East Africa. It provides oversight on financial management, ensures compliance with environmental regulations, approves strategic investments, and monitors executive performance. The board also plays an advisory role in partnerships and expansion strategies, helping the company attract investors while maintaining

operational integrity and accountability. However, as GreenTech continues to expand regionally, it faces several strategic implementation challenges. These include limited access to capital for scaling production, resistance to change among employees, competition from low-cost imports, coordination difficulties across new branches, and regulatory complexities in different markets. The company must therefore strengthen its strategic management systems, enhance staff training, and continuously monitor performance to ensure successful strategy execution and long-term sustainability.

Required:

- a) Discuss the application of Resource based view theory in the above case study

(10 marks)

- b) Suggest five key roles of the board of directors in supporting the vision of the organization.

(10 marks)

- c) Elucidate 5 challenges likely to be faced when implementing a strategy in an organization

(10 marks)

QUESTION TWO

- a) Strategic Management is applicable to any organization by design. Discuss the risks associated with implementing strategic management in organization

(6 marks)

- b) Explain the role of Chief Executive Officer in Strategy implementation process.

(4 marks)

QUESTION THREE

- a) Using any organization of your choice explains how key performance indicators can be used for strategy evaluation and control.

(6 marks)

- b)** Explain the Stakeholder management process in Strategic Management

(4 marks)

QUESTION FOUR

- a)** Critically assess the relevance of Porter's Five Forces Model in today's highly dynamic business environment.

(6 marks)

- b)** Discuss three ways diversification strategy can be implemented in an organization to achieve its goals.

(4 marks)

QUESTION FIVE

- a)** A manufacturing company has developed a new strategy to diversify its product line and enter regional markets.

Required:

- i.** As a Strategy Implementation Officer, outline the key steps you would take to ensure successful implementation of this strategy. **(3 marks)**

- ii.** Outline Three challenges you are likely to face as you implement the said strategy.

(3 marks)

- b)** Organizational structure can help the organization to achieve its objective faster or slower. Discuss five merits of organizational structure. **(4 marks)**

QUESTION SIX

- a)** Corporate Social responsibility has no place for a corporate that wants to be profitable. Discuss three merits of CSR for Business

(6 marks)

- b)** It is important to conduct internal analysis before formulating strategies for Business. Highlight four benefits of employing SWOT Analysis. **(4 marks)**