



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

**DML 100: INTRODUCTION TO STRATEGIC MANAGEMENT**

**DATE: 9<sup>TH</sup> APRIL 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 and answer the questions that follow:**

**GREENTECH INNOVATIONS LTD**

GreenTech Innovations Ltd. is a medium-sized renewable energy company in Kenya, specializing in solar panel manufacturing and installation for rural communities. The company was founded in 2015 and has grown steadily by focusing on underserved markets with limited electricity access.

In 2023, the board approved a new corporate strategy to expand into East African markets (Tanzania, Uganda, and Rwanda) and diversify into solar-powered irrigation systems for agricultural use.

The Managing Director believes this aligns with the company's mission to empower communities through clean, affordable energy formed strategic partnerships with NGOs and agricultural cooperatives. Invested in research and development (R&D) to innovate durable and low-cost irrigation technology. Trained engineers and technicians in new product specifications. Secured funding from a development bank to support regional expansion. However, the company faces challenges such as navigating different regulatory environments, ensuring product quality, and managing cross-border logistics.

**Required:**

- a) Discuss the application of core competencies theory in the above case study  
**(10 Marks)**
- b) Discuss key roles of corporate level strategy. **(10 marks)**
- c) Discuss the role of various stakeholders identified in the case study above **(10 Marks)**

**QUESTION TWO**

- a) Strategic Management is applicable to any organization, whether by design or by accident. Discuss the benefits of structured

strategic management process

**(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 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 and digital business environment.

**(6 marks)**

- b)** Discuss three ways cost leadership 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 export markets. As a Strategy Implementation Officer, outline the key steps you would take to ensure successful implementation of this strategy. Identify at least three possible challenges and how you would address them.

**(6 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 CSR for Business

**(6 Marks)**

**b)** It's imperative to conduct external analysis in order to succeed in Business. Highlight four benefits of Balanced Score card.

**(4 Marks)**