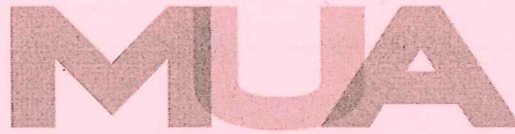


The
Management
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POST GRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

**DEGREE OF MASTER OF BUSINESS ADMINISTRATION/ MASTER OF
MANAGEMENT AND LEADERSHIP/ MASTER OF ARTS IN DEVELOPMENT
STUDIES**

MBA 512/ MDS 507:

BUSINESS RESEARCH METHODS

DATE:

1ST DECEMBER, 2023

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

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

STRATEGY IMPLEMENTATION CHALLENGES BY NGOS

NGO's in Kenya face a myriad of challenges when implementing strategies (Okoth, 2013). For instance, in its 5th Corporate Plan, the National Council of Churches of Kenya (NCCCK) noted implementation of strategy as a weakness, and created a Planning, Monitoring and Evaluation department to ensure effective planning and implementation of the plans (Abok, 2012). However, despite these difficulties, the donor community still prefers NGO's as the most effective development agents and continues to channel huge part of resources through them. In Kenya for example, a total of KES 23,481,800,686 was channeled to HIV response as contribution by partners according to National AIDS Control Council (2016). Despite this, Nairobi recorded an increase in new HIV infections among adults by more than 50%. This is against a target of reducing new HIV infections by 75% by 2019 as set out in Kenya AIDS Strategic Framework 2014/15 – 2018/19 (National AIDS Control Council, 2016). This indicates challenges in meeting set strategic goals. Notably, strategic alignment components ordinarily include people alignment, customer alignment and policy alignment. Although strategic alignment has been researched on widely, most of the investigations have focused on for-profit organizations. However, for –profit organizations and NGOs differ in many perspectives. In for-profit organizations, the customer is both the receiver of goods and/or services and the provider of income. In NGO's, this is not so, often the receiver of goods and/or services is frequently not the provider of income, i.e. there are donors and there are receivers. In addition, for- profits' ultimate vision is profit-maximization while NGO's primarily exist to fulfil different needs in the society; hence their goals and objectives tend to be less tangible and more complicated. Furthermore, NGOS have different and more multifaceted stakeholders compared to for-profits hence performance expectations differ. Many studies on alignment and strategy implementation have used mainly quantitative methods and concentrated on the corporate sector and fewer studies on the NGO sector. Lear (2012) found out that strategic leadership does affect strategic alignment in high performing companies in South Africa. Manyasi (2012) noted that there is a close relationship between strategic alignment and performance at the Kenya Revenue Authority. Omondi, Ombui and Mungatu (2013) noted that policy 11 regulations,

management competences and resource allocations affect strategy implementation for attainment of Millennium Development Goal 5 by international reproductive health nongovernmental organizations in Kenya. Few studies have addressed the relationship between strategy alignment and strategy implementation in HIV/AIDS NGO's, yet much donor funding is channeled through these NGO's to address critical health issues that affect communities.

Required

- a) Referring to the article above, construct any possible appropriate research topic containing independent, moderating, mediating and dependent variables that researcher may use to investigate the concerns raised in the article **(4 Marks)**
- b) Construct at least **three** null hypotheses to test possible relationships between the four variables identified in question 1 (a) above **(3 Marks)**
- c) Descriptive research design is commonly used in social science studies. Distinguish the **three** main descriptive designs and explain the most appropriate one for the study identified in question 1 (a) above **(4 Marks)**
- d) Construct a conceptual model to diagrammatically show the possible relationships among the variables identified in question 1 (a) above. Under each main variable, identify and indicate in the diagram, at least one sub-variable for operationalization **(9 Marks)**
- e) Propose and justify your choice of relevant data sources and types that you would rely on when carrying out the study in 1 (a) above and discuss two types of instruments you would use to collect the data and why **(5 Marks)**
- f) Based on the information given in the passage above, identify the likely conceptual, contextual and methodological gaps **(3 Marks)**
- g) As a researcher, you have decided to use multiple regression analysis to test the first hypothesis between independent and dependent variable in question 1 (a) above. Identify any three possible **sub-variables** under independent variable hence construct a

linear multiple regression equation that would be used as a mathematical model in the null hypothesis (H_{01}). **(2 Marks)**

QUESTION TWO

- a) A scientific research begins with a single carefully observed event and progresses ultimately to the formulation of theories and laws. Examine at least **Five (5)** main characteristics of scientific research **(10 Marks)**
- b) Using practical examples, briefly explain the **Four (4)** scales of Measurement and their application with reference to data types. **(5 Marks)**

QUESTION THREE

- a) Reliability is the extent to which an experiment, test, or any measuring procedure yields the same result on repeated trials. Explain any four ways of identifying the reliability **(7 Marks)**
- b) A variable is a measurable characteristic that assumes different values among the subjects. Using the real-life examples and giving the logic in the relationship which exist, explain four classifications of research variables **(8 Marks)**

QUESTION FOUR

- a) Differentiate between Bibliography and references **(2 Marks)**
- b) Citing practical examples in each case, differentiate theoretical literature and empirical literature **(4 Marks)**
- c) Statistical investigation requires a researcher to offer management possible recommendations in relation to the study variables. Explain three main focuses of a research recommendation **(6 Marks)**
- d) To protect the participants in any research, the investigators are required to put into consideration the ethical issues. Giving practical examples, discuss the relevance of the statement pointing out the main ethical issues in research **(3 Marks)**