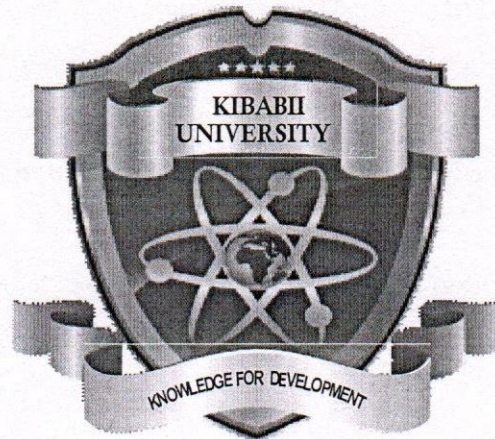


KIBABII UNIVERSITY



**UNIVERSITY EXAMINATIONS
SPECIAL/SUPPLEMENTARY EXAMS**

2016/2017 ACADEMIC YEAR

SECOND YEAR FIRST SEMESTER

**FOR THE DEGREE OF MASTER OF SCIENCE IN HUMAN
RESOURCE MANAGEMENT**

COURSE CODE: HRM 823

COURSE TITLE: BUSINESS POLICY

DATE: 13TH SEPTEMBER 2017 TIME: 8.00 – 11.00AM

INSTRUCTIONS TO CANDIDATES

- Answer question **ONE** (compulsory) and any other **THREE** questions
- Question **ONE** attracts **40 marks**
- Time allowed is **THREE** hours
- All other questions attract equal marks (**20 marks**)

QUESTION ONE

- a) Companies have to update their strategy on a regular basis but sometimes need to look at radical change, briefly explain these two types of Strategic Change and how they might affect company organisation **(10 marks)**.
- b) Explain the **FIVE** differences between strategy formulation and strategy implementation? **(5 Marks)**
- c) Describe briefly areas that might require a management policy **(5Marks)**
- d) Briefly explain the steps or stages to be followed in developing a strategic plan for the organization **(10 marks)**
- e) Explain the relationship between strategic management and competitive advantage for firms. How can a firm achieve sustained competitive advantage? **(10 marks)**

QUESTION TWO

- a) Discuss why businesses fail from the strategic planning perspective with emphasis to wrong strategies being discouraged (10 marks).
- b) Discuss any **FIVE** reasons why some firms do no strategic planning (10 marks)

QUESTION THREE

Organizations formulate Strategic Plans but still carry on “business as usual.” What are the challenges that hinder the implementation of these plans? Explain (20 marks).

QUESTION FOUR

- a) Conduct an in-depth STEEPLE analysis for an organisation with which you are familiar (7 marks).
- b) Using the STEEPLE analysis in part (a), suggest corporate and business strategies to address the identified challenges and opportunities (13 marks)

QUESTION FIVE

- a) Explain the concept of ‘Strategic Drift’ (5 marks)
- b) Appraise how effective change management can address strategic drift (10 marks)
- c) Explain the concept of Strategy formulation (5 marks)