



KIBABII UNIVERSITY

**UNIVERSITY EXAMINATION
ACADEMIC YEAR 2020/2021**

FIRST YEAR FIRST SEMESTER REGULAR EXAMINATION

MASTERS OF EDUCATION IN EDUCATIONAL PLANNING AND MANAGEMENT

COURSE CODE: EPM 813

COURSE TITLE: STRATEGIC PLANNING AND MANAGEMENT

DATE: FRIDAY 16TH JULY 2021 TIME 2.00PM-5.00PM DURATION: 3 HOURS

INSTRUCTIONS TO CANDIDATES

Answer Question One (compulsory) and Any other TWO (2) Questions

QUESTION ONE

According to Michael Porter (1979), “the competition for market share by firms is manifested among competitors and competition in an industry is also rooted in its underlying economics. Competitive forces go beyond established competitors and thus the state of competition in an industry depends on five basic forces”.

Required:

- a) Explain these five basic forces that influence the state of competition in the education sector in Kenya (12 marks)
- b) Outline the factors that render a supplier group in an industry powerful. Explain how any Kenyan company of your choice has used these two factors successfully. (8 marks)
- c) The practice of corporate strategic management involves various strategic levels within a corporate organization. (8 marks)
 - i. Explain these levels of strategy in a corporate organization.

- ii. Give an example of a decision that is made at each of the respective levels

QUESTION TWO

- a) Briefly explain the following strategic management concepts.
- i. Internal and external environment
 - i. Mission
 - ii. Strategic Management Process
 - iii. Strategic intent.

QUESTION THREE

When formulating strategies, managers conduct both internal and external environment analysis. Explain the process and significance of this analysis (15marks)

QUESTION FOUR

Implementation of strategy is critical and it's on this task that strategic planning fail. Explain why do strategies fail and advise how managers can overcome the identified setbacks (15marks)

KIBU observes ZERO tolerance to examination cheating

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