



**KIBABII UNIVERSITY**

**UNIVERSITY EXAMINATION  
ACADEMIC YEAR 2021/2022**

**FIRST YEAR SECOND SEMESTER MAIN EXAMINATION**

**DOCTOR OF PHILOSOPHY IN EDUCATIONAL PLANNING AND MANAGEMENT**

**COURSE CODE: EPM 921**

**COURSE TITLE: STRATEGIC PLANNING, MANAGEMENT AND MANAGEMENT OF  
CHANGE IN EDUCATION**

**DATE: WEDNESDAY, 2<sup>ND</sup> FEBRUARY TIME 2.00PM-5.00PM DURATION: 3HOURS**

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**INSTRUCTIONS TO CANDIDATES**

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

1. (a) Global Connections PLC is planning to increase its presence in Africa an already saturated market when it comes to telecommunication and internet provision. With reference to the above statement, explain how the company can employ Michael Porters generic strategies to realize its objective. (20marks)
- (b) Discuss any five types of change an organization may encounter (10marks)
2. Pioneer Education Center has been in existence for the last ten years providing education and training in ICT and Accountancy. All this time the institution has been operating without a strategic plan. You have been given responsibility to spearhead the strategic planning process of the institution. It is expected that you will drive the process in terms of providing guidance not only on strategy formulation but also how these strategies can be translated to realize expected outputs and outcomes. Providing relevant examples, prepare a presentation to the Board of Management of the institution highlighting the Key tasks of strategic management to be given critical attention. (15marks)

3. For the last three years, the performance of ABC company has been on a down-hill recording negative profits, declining market share and unable to meet her financial obligations. Early this year the company enlisted the services of a consultancy firm who carried out a strategic analysis as one way of facilitating the choice of strategy(ies) that will guide the company to turnaround and become a more effective and successful once again. The consultant has sought your help in crafting the most appropriate strategies for the firm

**Required;**

- a) Make a brief discussion on what strategic analysis entails. (5marks)
  - b) With reference to the case scenario and using good examples discuss any three justifications for a company to find it necessary to invest resources in carrying out strategic analysis. (5marks)
  - c) Advice the firm on three key evaluation criteria that should be utilized to ensure the right choice of strategies is achieved. (5marks)
4. Explain the PESTEL framework and scenario Analysis as the key drivers to strategic management (15marks)

**KIBU observes ZERO tolerance to examination cheating**

**This Paper Consists of 3 Printed Pages. Please Turn Over.**