



KIBABII UNIVERSITY

UNIVERSITY EXAMINATION

ACADEMIC YEAR 2022/2023

FIRST YEAR FIRST SEMESTER REGULAR EXAMINATION

MASTERS OF EDUCATION IN EDUCATIONAL MANAGEMENT AND POLICY STUDIES

COURSE CODE: EPM 813

COURSE TITLE: STRATEGIC PLANNING AND MANAGEMENT

DATE: 22/12/2022 TIME: 2:00-5:00PM DURATION: 3HOURS

INSTRUCTIONS TO CANDIDATES

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

KIBU observes ZERO tolerance to examination cheating

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

QUESTION ONE**CASE STUDY OF DD COMPANY**

DD is the India's premier public service broadcaster with more than 1,000 transmitters covering 90% of the country's population across on estimated 70 million homes. It has more than 20,000 employees managing its metro and regional channels. Recent years have seen growing competition from many private channels numbering more than 65, and the cable and satellite operators (C & S). The C & S network reaches nearly 30 million homes and is growing at a very fast rate.

DD's business model is based on selling half - hour slots of commercial time to the programme producers and charging them a minimum guarantee. For instance, the present tariff for the first 20 episodes of a programme Rs.30 lakhs plus the cost of production of the programme. In exchange the procedures get 780 seconds of commercial time that he can sell to advertisers and can generate revenue. Break-even point for procedures, at the present rates, thus is Rs.75,000 for a 10 second advertising spot. Beyond 20 episodes, the minimum guarantee is Rs.65 lakhs for which the procedures has to charge Rs.1,15,000 for a 10 second spot in order to break-even. It is at this point the advertisers face a problem - the competitive rates for a 10 second spot is Rs.50,000. Procedures are possessive about buying commercial time on DD. As a result the DD's projected growth of revenue is only commercial time on DD. As a result the DD's projected growth of revenue is only 6-10% as against 50-60% for the private sector channels. Software suppliers, advertisers and audiences are deserting DD owing to its unrealistic pricing policy. DD has options before it. First, it should privates, second it should remain purely public service broadcaster and third, a middle path.

The challenge seems to be exploit DD's immense potential and emerge as a formidable player in the mass media.

From the case above attempt the following questions

- i. What is the best option, in your view, for DD? (10mks)
- ii. Analyze the SWOT factors the DD has. (12mks)
- iii. Why do you think that the proposed alternative is the best? (8mks)

QUESTION TWO

- a) Explain the relevance environmental scanning to strategic planning (10mks)
- b) What is the role of internal analysis in strategic management? (5mks)

QUESTION THREE

- a) Critically evaluate the following terms as used in strategic management
 - i) PEST analysis
 - ii) Situational analysis

- iii) Gap analysis (10mks)
- b) Explain how strategy enhance organization competition (5mks)

QUESTION FOUR

- (a) Explain the differences between strategic planning and operational planning (3 mks)
- (b) Identify and discuss the barriers that impede successful execution of the strategic plan in schools in Kenya and suggest the policy options to be adopted by the government to address the issue. (12mks)

QUESTION FIVE

- (a) Discuss the importance of strategic planning (5mks)
- (b) Using Michael Porter's five forces framework, evaluate a competitive environment of an educational institution of your choice (10 mks)