



# THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

**A. M. E. C. E. A**

P.O. Box 62157  
00200 Nairobi - KENYA  
Telephone: 891601-6  
Fax: 254-20-891084  
E-mail: academics@cuea.edu

**MAIN EXAMINATION**

**MAY – JULY 2015 TRIMESTER**

**FACULTY OF COMMERCE**

**EVENING PROGRAMME**

**CMM 520: STRATEGIC MANAGEMENT**

**Date: JULY 2015**

**Duration: 3 Hours**

**INSTRUCTIONS: Answer Question ONE and any other TWO Questions**

- Q1. Use a University you are familiar to suggest a process they would go through to craft a strategic plan. How would this plan assist the organization performance?  
**(30 marks)**
- Q2. Suppose you were presented with an implementation plan of Kenya Airways Limited, what would it contain that would suggest to you that it was well done?  
**(15 marks)**
- Q3. You are newly employed as a strategic manager in a company operating in Nairobi stock exchange. You find that the company does not have a strategic plan and its operations are not focused. To reduce this problem as you organize to carry out a strategic plan you call in all the heads of management function to explain to them why they should be guided by objectives of the company. Use at least SIX objectives in your explanation to show use of objectives in strategic management.  
**(15 marks)**
- Q4. Use a perspective of ethics to show the challenges organizations may face when implementing ethical programmes.  
**(15 marks)**

**\*END\***