



THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

A. M. E. C. E. A

MAIN EXAMINATION

MAY – JULY 2018 TRIMESTER

FACULTY OF ARTS AND SOCIAL SCIENCES

DEPARTMENT OF DEVELOPMENT STUDIES

REGULAR PROGRAMME

SDS 401: STRATEGIC PLANNING TECHNIQUES

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Date: JULY 2018

Duration: 2 Hours

INSTRUCTIONS: Answer Question ONE and any other TWO Questions

- Q1. a) Outline the various stages of the strategic planning process. **(10 marks)**
- b) Define Corporate Social Responsibility (CSR) and discuss the various approaches to CSR. **(10 marks)**
- c) Discuss Michael Porter's (1979) Five Forces Model of Competitive analysis. Give two determinants of the impact of each one of these forces. **(10 marks)**
- Q2. Discuss any **eight grand** strategies that are adopted by firms in the quest for the attainment of long-term objectives. **(20 marks)**
- Q3. a) What is a performance gap? **(5 marks)**
- b) Discuss the strategy-to-performance loop used by managers to close the performance gap. **(15 Marks)**
- Q4. Discuss the role of culture in strategy implementation. **(20 marks)**
- Q5. Do you agree with the recommendation that all firms pursuing sustained growth should set short-term objectives and long term objectives? Explain your answer. **(20 marks)**

END