



THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

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MAIN EXAMINATION

JANUARY – APRIL 2019 TRIMESTER

FACULTY OF ARTS AND SOCIAL SCIENCES

DEPARTMENT OF DEVELOPMENT STUDIES

REGULAR / ODEL PROGRAMME

SDS 401: STRATEGIC PLANNING TECHNIQUES

Date: APRIL 2019

Duration: 2 Hours

INSTRUCTIONS: Answer Question ONE and ANY OTHER TWO Questions

- Q1. a) Using a company or industry/organization of your choice, use the SWOT analyses to analyze the internal environment of the company/industry or organization. **(15 marks)**
- b) Explain in detail **five** characteristics of a strategic decision. **(5 marks)**
- c) Describe in detail what a company mission is and explain four characteristics of a good mission statement. **(5 marks)**
- d) Discuss five benefits of strategic planning **(5 marks)**
- Q2. a) With use of examples, explain and differentiate the following terms:
i) Goals and objectives **(5 marks)**
ii) Strategy formulation and strategy implementation **(5 marks)**
- b) Explain in detail the process of strategy formulation. **(10 marks)**
- Q3. “PESTEL Analysis is considered a valuable strategic planning tool/technique”. Discuss citing examples. **(20 marks)**
- Q4. Write brief notes on the following:
a) Strategy **(5 marks)**
b) Planning **(5 marks)**
c) Strategic decisions **(5 marks)**

d) Strategy evaluation and strategic control

(5 marks)

Q5. According to Michael Porter what determines the level of competitive intensity in an organization?

(20 marks)

END