



**MASINDE MULIRO UNIVERSITY OF
SCIENCE AND TECHNOLOGY
(MMUST)**

UNIVERSITY SPECIAL/SUPPLEMENTARY EXAMINATIONS

2021/2022 ACADEMIC YEAR

FOURTH YEAR SECOND SEMESTER EXAMINATIONS

**FOR THE DEGREE
OF
BACHELOR OF COMMERCE**

COURSE CODE: BCB 421

COURSE TITLE: STRATEGIC MANAGEMENT

DATE: THURSDAY, 28TH JULY 2022 TIME: 2:00 – 4:00PM

Instructions

Question ONE (1) is compulsory
Answer ANY OTHER TWO (2) questions

TIME: 2 Hours

MMUST observes ZERO tolerance to examination cheating

This Paper Consists of 2 Printed Pages. Please Turn Over



Question One – 30MKS

- a) Describe the process of strategy making and implementation in an organization. (10mks)
- b) Explain three intangible resource assets of a company used to support competitive advantage. (6mks)
- c) A winning company's strategy must pass three tests. Briefly explain what makes a strategy a winner. (6mks)
- d) Highlight five ways of effectively communicating a company's strategic vision. (5mks)
- e) Explain the meaning of the concept of 'Sustainable Competitive Advantage'. (3mks)

Question Two

- a) Explain how the 'balanced Scorecard' is applied in determining strategic performance of an organization. (10mks)
- b) Highlight five strategic options for remedying a disadvantage in internally performed value chain activity. (10mks)

Question Three

- a) Crafting and executing a company strategy is a collaborative effort. With aid of a diagram illustrate and explain strategy- making hierarchy for a diversified company. (15mks)
- b) Explain the concept of 'Strategic Intent'. (5mks)

Question Four

- a) Explain five components of a strategic plan. (10mks)
- b) A company's strategy is 'partly proactive' and 'partly reactive' Discuss. (10mks)

Question Five

- a) Discuss five roles of a strategy to an organization. (10mks)
- b) Explain how companies strive to balance their strategic actions with social responsible behaviours. (10mks)



(University of Choice)

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UNIVERSITY SPECIAL/SUPPLEMENTARY EXAMINATIONS

2021/2022 ACADEMIC YEAR

THIRD YEAR FIRST SEMESTER EXAMINATIONS

FOR THE DEGREE

OF

BACHELOR OF COMMERCE

COURSE CODE: BCB 309

COURSE TITLE: HUMAN RESOURCE PROCUREMENT

DATE: THURSDAY, 28TH JULY 2022 TIME: 2:00 – 4:00PM

INSTRUCTIONS TO CANDIDATES

1. Answer Question One (compulsory) and any other TWO Questions
2. Do not write anything on the question paper. All rough work be done in answer booklet and crossed.

QUESTION ONE (Compulsory)

- (a) (i) What are compensable factors? **(2mks)**
- (ii) Explain the various methods of determining the pay of a job **(10mks)**
- (b) Computerized and online testing is increasingly replacing conventional paper-and-pencil and manual tests. Highlight the advantages associated with this form of testing **(5mks)**
- (c) You have been hired as a consultant to carry out selection in XYZ Company. Explain why you would incorporate a pre-employment medical examination in your selection process **(5mks)**
- (d) The current economic situation in the country (Kenya) is forcing most of the employees out of jobs. Assess the methods of employee separation relevant in Kenya today **(8mks)**

QUESTION TWO

- (a) Describe the process of human resource planning in an organization **(10mks)**
- (b) Highlight FIVE limitations associated with internal recruitment in an organization **(5mks)**
- (c) Explain why you would advise your employer to carry out an effective onboarding programme **(5mks)**

QUESTION THREE

- (a) Research has proven that organizations continually incur costs throughout its lifetime besides the initial set up costs. As the Human Resource Manager for your organization, depict labour costs that your organization is likely to incur in its lifetime **(10mks)**
- (b) Talent sourcing is key in organizations. As a Human Resource Officer, describe the tools you would use for effective Talent Sourcing **(10mks)**

QUESTION FOUR

- (a) There are several ways to conduct interviews. Substantiate **(10mks)**
- (b) The interview has been regarded as a subjective form of selection method. Discuss **(10mks)**