



**The Co-operative University College of Kenya**  
(A Constituent College of Jomo Kenyatta University of Agriculture & Technology)

**SUPPLEMENTARY/SPECIAL EXAMINATION -2016**

**EXAMINATION FOR THE DEGREE OF BACHELOR OF CO-OPERATIVE  
BUSINESS**

**UNIT CODE: HCOB 2304**

**UNIT TITLE: BUSINESS POLICY AND STRATEGIC PLANNING**

**DATE:**

**TIME: 2 HOURS**

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**INSTRUCTIONS:**

- Answer question **ONE (compulsory)** and any other **TWO** questions

**QUESTION ONE**

- (a) With the help examples, discuss factors that may drive firms to change their business policies in the Kenya market (10 marks)
- (b) Explain internal factors that may influence strategic decision formulated by the companies operating in the dynamic business environment (10 marks)
- (c) Describe FIVE managerial functions that will promote effective strategy implementation of Apex Africa Ltd (10 marks)

**QUESTION TWO**

- (a) State and explain FIVE external factors that influence business activities in the competitive business environment (10 marks)
- (b) With the help of a diagram, describe the industry forces that influence activities of firms in the Kenyan industry (10 marks)

**QUESTION THREE**

- (a) Describe the strategic management process adopted by competitive firms in the market (10 marks)
- (b) With reference to companies in Kenya, explain FIVE barriers of strategy implementation (10 marks)

**QUESTION FOUR**

- (a) State and explain competitive strategies adopted by firms in the dynamic business environment (10 marks)
- (b) Discuss how firms will adopt the general electric model to make strategic business decisions in the competitive business environment (10 marks)

**QUESTION FIVE**

- (a) State and explain the ways of overcoming employee resistance to change in organizations (10 marks)
- (b) Explain FIVE areas of social corporate responsibilities modern firms need to focus to gain competitive advantage in the industry (10 marks)

