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**KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY**  
UNIVERSITY EXAMINATION, 2023/2024 ACADEMIC YEAR  
THIRD YEAR, SECOND SEMESTER EXAMINATION  
FOR THE DEGREE OF BACHELOR OF SCIENCE  
(BUSINESS ADMINISTRATION)

Date: 11<sup>th</sup> August, 2023

Time: 2.30pm –4.30pm

**KBA 305 - BUSINESS LEADERSHIP AND STRATEGY**

**INSTRUCTIONS TO CANDIDATES**

**ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS**

**QUESTION ONE (30 MARKS)**

ABC Company was registered in 2015 with the main objective of producing electronic products. At the inception, the employee population stood at 50. The promoters of the company had no knowledge of the company's vision, mission, objectives and core values. Consequent company's top Management did bother to prepare the company's fundamental statements of vision, mission and objectives. Between 2015 and 2019, the company was doing very well as evidenced by increasing profit year after year. By 2019 the company had employee population of 85. However, for the last three years there have been serious employee concerns arising from salary pay cuts by the new management, pot holes in the office floors, unattended washrooms, sack threats to employees by the Company's CEO Mr. Mavaci. The company's CEO uses authoritarian leadership style and does not involve his workers in decision making. The team spirit among the staff has been extremely low. The records of HRM department has revealed that about 20 employees have resigned during the last three years while majority of employees do not observe punctuality and yet others absent themselves from work with no good reasons. The financial statements have revealed progressive declining profits. In their meeting, the Board of directors have advised the CEO to conduct environmental scanning so as to determine appropriate strategies.

Required;

- a) Examine the consequences of lack of Vision statement to Company ABC. (6 Marks)
- b) Advice the top management on the benefits of developing mission statement for the Company. (6 Marks)
- c) Identify the demerits of using authoritarian style of leadership by Mr. Mavaci . (6 Marks)
- d) If you were hired to develop the objectives of Company ABC, explain the characteristics that objectives you develop should possess.

- e) Explain the reasons why company ABC should conduct environmental scanning. (6 Marks)  
(6 Marks)

**QUESTION TWO (20 MARKS)**

- a) Explain any four types of leadership styles which a manager of an organization may use. (5 Marks)
- b) Discuss the reasons why an organization may prefer to implement retrenchment strategy. (7 Marks)
- c) Discuss the criteria which a strategic alternative should meet before being accepted by top management for implementation. (8 Marks)

**QUESTION THREE (20 MARKS)**

- a) Outline the Michael Porter five forces (5 Marks)
- b) Discuss the four types of skills which managers should possess in order to successfully implement the chosen strategies. (8 Marks)
- c) Comparison of actual performance against set standards is a critical activity of strategy control. Examine any seven of such standards. (7 Marks)

**QUESTION FOUR (20 MARKS)**

- a) Examine the reasons under which unrelated conglomerate diversification may be preferred by an organization. (6 Marks)
- b) Explain any four profound roles played by senior executives in designing and implementing the strategic control systems. (8 Marks)
- c) Discuss the roles played by managers in each of the following levels of strategy;
- i) Corporate level strategy (2 Marks)
  - ii) Business level strategy (2 Marks)
  - iii) Functional level strategy (2 Marks)

**QUESTION FIVE( 20 MARKS)**

- a) “Leaders are born but not created” Enumerate this statement in the light of Great Man Theory of Leadership” (6 Marks)
- b) Examine any four functional strategies managers may formulate in an organization. (8 Marks)

- c) Discuss the reasons that makes control systems in many organizations to fail despite careful planning. (6 Marks)