



The Co-operative University of Kenya

END OF SEMESTER EXAMINATION DECEMBER-2019

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

UNIT CODE: HCOB 2304

UNIT TITLE: BUSINESS POLICY AND STRATEGIC PLANNING CODE:

DATE: DECEMBER, 2019

TIME:

INSTRUCTIONS:

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

QUESTION ONE

- (a) Explain your understanding of business policy and outline its importance to an organization (6 marks)
- (b) Describe the key features of an effective business policy (10 marks)
- (c) If properly understood and executed, Corporate Social Responsibility (CSR) is a strategy that benefits the company, as well as society. Explain FOUR arguments for and four arguments against CSR (8 marks)
- (d) Outline the key benefits of strategic planning to an organization (6 marks)

QUESTION TWO

- (a) In developing its strategy, an organization needs to determine where it is now. To do so, it needs to carry out an environmental analysis. Describe the factors that should be considered in such an analysis (10 marks)
- (b) Illustrate and expound on the distinction and relation between corporate strategy, business strategy and functional strategy (10 marks)

QUESTION THREE

- (a) With the help of an appropriate diagram, describe the types of strategy (10 marks)
- (b) Use an appropriate diagram to illustrate and describe the strategic planning process (10 marks)

QUESTION FOUR

- (a) The term “policy” should not be considered as synonymous to the term “strategy”. Discuss (10 marks)
- (b) Describe the dimensions of strategic decisions (4 marks)
- (c) Outline the importance of strategic management to an organization (6 marks)

QUESTION FIVE

- (a) Explain the following concepts;
 - i. Competitive advantage (4 marks)
 - ii. Strategic fit (4 marks)
 - iii. Corporate choice (4 marks)
 - iv. SWOT analysis (4 marks)
 - v. Distinctive capabilities (4 marks)