

041306T4BUS

BUSINESS MANAGEMENT LEVEL 6

BUS/OS/BM/CR/01/6/A

DEVELOP BUSINESS STRATEGIES

Nov/Dec 2023



**TVET CURRICULUM DEVELOPMENT, ASSESSMENT AND CERTIFICATION
COUNCIL (TVET CDACC)**

WRITTEN ASSESSMENT

Time: 3 Hours

INSTRUCTIONS TO CANDIDATES

1. This paper has **TWO** sections **A** and **B**.
2. You are provided with a separate answer booklet.
3. Marks for each question are indicated in the brackets ().
4. Do not write on the question paper.

This paper consists of Three (3) printed pages.

**Candidates should check the question paper to ascertain that
all pages are printed as indicated and that no questions are missing.**

SECTION A (40MARKS)

Answer all the questions.

1. A manufacturing company has engaged a consultant to guide on a business strategy that can enable the firm to have competitive advantage against other firms. Suggest **three** such strategies. (3 Marks)
2. Tactical plans are prepared in accordance with strategic goals and departmental objectives of an organization. Give **four** factors that determine when to use tactical planning in an organization? (4 Marks)
3. ABC limited has been experiencing a decline in the number of return customers. Highlight **five** ways through which the organization can enhance customer retention. (5 Marks)
4. The management is in the process of appraising employees' performance for the past quarter. Outline **four** methods that may be adopted to evaluate employee's performance (4 Marks)
5. Apart from the customer's name and contact details, state **three** other pieces of information that must be recorded on customer complaints register. (3 Marks)
6. You have been tasked to prepare an organization structure. Identify **five** departments that you shall include. (5 Marks)
7. You have been tasked to evaluate your business operations. Outline **four** internal factors for business operations that can either form their strengths or weaknesses? (4 Mark)
8. A business is expected to formulate a vision before it commences its operations. Highlight **three** reasons of having a vision. (3 Marks)
9. You are in the process of formulating strategies for your business. Suggest **four** organization capabilities upon which strategies can be formulated? (4 Marks)
10. An organization is in the process of identifying its operational gaps. List **five** ways that may be used? (5 Marks)

SECTION B (60 MARKS)

Answer any THREE questions in this section

11. (a) A recent human resource audit in ABC Limited has revealed the existence of ghost workers in their payroll. Explain **five** digital strategies that the organization should invest in to curb ghost workers. (10 Marks)
- (b) You have been tasked to develop an organization strategy; explain **five** elements that you shall include in the plan. (10 Marks)
12. (a) You are part of a team that is evaluating the performance of a retail outlet. Explain **five** key performance indicators you would use to carry out the exercise. (10 Marks)
- (b) Most businesses in Kenya have been closed in the past five years. Explain **five** reasons that may have led to the closure. (10 Marks)
13. (a) Your manager has delegated some duties to you. Explain **five** principles of delegation that should be adhered to for delegation to be effective. (10 Marks)
- (b) The performance in XYZ Limited has been very poor as a result of employee's demotivation. Explain **five** ways through which an organization may motivate its employees. (10 Marks)
14. (a) An organization has detected a number of non-conformities in their operations. Describe **five** guidelines in creating a corrective action. (10 Marks)
- (b) You have been tasked to evaluate City A as an option for establishing a business. Explain five PESTEL factors that you may evaluate. (10 Marks)