

041306T4BUS

BUSINESS MANAGER LEVEL 6

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

DEVELOP BUSINESS STRATEGIES

July/August 2024



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

WRITTEN ASSESSMENT

TIME: 3 HOURS

INSTRUCTIONS TO CANDIDATE

1. This paper consists of two sections; **A** and **B**
2. Answer **ALL** questions as guided in each section
3. Marks for each question are indicated in the brackets ()
4. You are provided with a separate answer booklet to answer the questions
5. Do not write in 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**

Turn over

SECTION A: (40 MARKS)

Answer **ALL** the questions in this section

1. You are the customer care manager at XYL pharmaceuticals .Outline **four** business policies your company may implement to attract a wider market share for your products. (4 Marks)
2. An operational plan outlines the specific actions and steps an organization or team will take to achieve its strategic objectives. Highlight **three** requirements that an organization operational plan should meet to be effective. (3 Marks)
3. You are newly appointed as marketing manager at your company. State **four** techniques you may adopt in order to enhance coordination within your organization. (4 Marks)
4. Market environment is always analyzed for different reasons. Outline **three** reasons that will make it necessary for you to analyze the market environment of a business. (3 Marks)
5. You are an intern at Kuzii insurance firm, highlight **four** reasons why you may advice the management to adopt new standards operating procedures in its operations. (4 Marks)
6. Addressing operational gaps requires identifying and understanding the specific areas where gaps exist. Highlight **four** benefits that a company accrues by addressing operational gaps. (4 Marks)
7. In business, managers and employees suffer when an organization doesn't function optimally. State **three** ways in which control may become dysfunctional in an organization. (3 Marks)
8. After conducting a thorough variance analysis for the first quarter of the fiscal year, a manufacturing company identified significant unfavorable variances in both material and labor costs. Outline **four** Steps the organization may adopt to correct the errors. (4 Marks)
9. Company policies help a business in growth and diversification of products. Outline **four** company policies that may enable a business entity to grow and diversify its product and services. (4 Marks)
10. State **three** ways in which the weaknesses associated with a hierarchical organizational structure, may impact to the overall functioning and performance of an organization. (3 Marks)
11. Gender mainstreaming in business refers to the integration of gender perspectives and considerations into all aspects of business operations, policies, and practices. State **four** key aspects of gender mainstreaming in business. (4 Marks)

SECTION B: (60 MARKS)

Answer question twelve (12) and any other **two** questions in this section.

12. ABC Corporation operates in a dynamic market characterized by rapid technological advancements and changing consumer preferences. Despite their strong brand reputation and extensive distribution network, the company faces challenges such as increasing competition from global players and pressure to innovate at a faster pace. You are newly recruited as the operations manager to the organization.
- a) Explain **five** strategies you may adopt to develop strategic initiatives that harness ABC Corporation's organizational capabilities to achieve sustainable growth and maintain market leadership. (10 Marks)
 - b) Describe **five** characteristics of the Balanced Scorecard Model (BSC) used to monitor and evaluate business operations. (10 Marks)
13. Technology is a dual force in shaping business ethics, offering transparency, efficiency, and innovation benefits, yet posing ethical challenges.
- a) a) Illustrate **five** negative impact of technology on business ethics. (10 Marks)
 - b) Analyze **five** constraints that managers should be mindful of when formulating business strategies. (10 Marks)
14. a) Structured approach to setting tactical plans in accordance with strategic goals and departmental objectives involves various steps. Explain **five** of these steps. (10 Marks)
- b) Research has shown that organizations that use a Balanced Scorecard approach tend to outperform organizations without a formal approach to strategic performance management. Examine **five** benefits of using balance score card in evaluating organization performance. (10 Marks)
15. Mary, an intern at Fuzii Ltd has been assigned the role of drafting their organizations standard Operating Procedures (SOPs).
- a) Examine **five** information which should be contained the document. (10 Marks)
 - b) Social factors can significantly influence businesses in various ways. Suggest **five** key social factors that may affect businesses. (10 Marks)