KENYATTA UNIVERSITY

SOMALIA WOMEN PROGRAM

EXAMINATION FOR THE DEGREE OF MASTER OF PROJECT MONITORING AND EVALUATION

BBA 820: MANAGERIAL FUNCTIONS

1ST SEMESTER 2025/2026 **TIME: 3 HOURS**

INSTRUCTIONS
Answer question ONE and any other THREE questions

QUESTION ONE (30 MARKS)

Read the case and answer the questions that follow
A global leader in the insurance and asset management business, AXA had risen to the top ranks in terms of corporate responsibility as well. In 2014, the French-based insurer led the industry on a number of Corporate Social Responsibility and sustainability indexes. Not content to rest on its laurels, AXA transferred its Corporate Social Responsibility team from the department that included the communications function to a newly created department combining strategy, Corporate Social Responsibility, and public affairs, in order to further integrate Corporate Social Responsibility into the core business.

AXA's business had grown rapidly over previous decades. The company was formed in the 1980s through the merger of several mid-sized French insurance firms. In 2010, the company announced *Ambition AXA*, a five-year strategic plan aimed at growing the company. The plan focused on harvesting slow-growing businesses in mature markets, investing in emerging markets, and reducing overall operating costs. Under this strategy, AXA made significant acquisitions and deals in Asia, Africa, and Latin America. The company became a leading foreign insurance provider in China and a key player in the Indian market. By 2014, AXA employed 157,000 people across the globe, served over 100 million clients, had a €50 billion market capitalization, and managed over €1,000 billion in assets. According to Interbrand, AXA was the leading global insurance brand and also the leading "green" insurance brand.

Throughout its growth, AXA's leadership maintained an interest in Corporate Social Responsibility, and many employees believed that Corporate Social Responsibility was part of the organization's DNA. However, it was not until 2008 that the company created a formal Corporate Social Responsibility strategy. Following an internal study that identified Corporate Social Responsibility as a key strategic area, AXA's first global Corporate Social Responsibility action plan was launched. Under the direction of Alice Steenland, AXA's Corporate Social Responsibility team developed a proprietary Corporate Social Responsibility metric for the company, which was adapted for each of its major operating activities. This metric enabled AXA leadership to assess the company's Corporate Social Responsibility performance and provided a framework for individual units to set their own Corporate Social Responsibility goals. The team's work also helped AXA gain visibility within the broader Corporate Social Responsibility community and contributed to its strong performance in sustainability ratings developed by various organizations.

a) Examine the key roles AXA's managers are expected to perform to ensure successful implementation of Corporate Social Responsibility and overall organizational strategy. **(6 marks)**

b) With reference to the case, describe any two key dimensions of Corporate Social Responsibility that AXA could use to evaluate the effectiveness of its sustainability strategy. **(6 marks)**

c) Using evidence from the case, explain the importance of planning in supporting AXA's leadership in achieving its strategic objectives. **(8 marks)**

d) Discuss why an appropriate organizational structure is essential for AXA in managing organizational inertia and enhancing the effectiveness of Corporate Social Responsibility, and explain the possible consequences of an ineffective structure. **(10 marks)**

QUESTION TWO

a) The control functions of management can be a critical determinant of success in business operations. In view of this, discuss the factors that may hinder the achievement of effective control in educational institutions. **(5 marks)**

b) Discuss the key issues and challenges associated with delegation of authority that may require management attention in the manufacturing sector in Somalia. **(5 marks)**

QUESTION THREE

Organizations operate in an environment comprising forces and institutions whose interaction affects their ability to accomplish their goals and objectives in the long run. With reference to this statement, critically evaluate factors in the industrial environment of financial institutions in Somalia. **(10 marks)**

QUESTION FOUR

Critically evaluate the key managerial challenges associated with the following contemporary issues in organizations, and discuss how they can be addressed, using relevant examples:

a) Globalization **(5 marks)**

b) Workforce diversity **(5 marks)**

QUESTION FIVE

a) Staffing as an instrumental factor in the sound execution of organizational plans is often faced with several challenges. Discuss. **(5 marks)**

b) Effective decision-making is considered essential for the survival and success of organizations in today's competitive environment. Examine the factors that are likely to contribute to decision failure. **(5 marks)**