



KENYATTA UNIVERSITY

UNIVERSITY EXAMINATIONS 2018/2019

SECOND SEMESTER EXAMINATION FOR THE DEGREE OF MASTER OF
PUBLIC POLICY AND ADMINISTRATION
APP 816: STRATEGIC MANAGEMENT

DATE: THURSDAY 28TH MARCH 2019

TIME: 5.30 P.M. – 8.30 P.M.

INSTRUCTIONS

Answer Question One and any other Two questions

Question One

Tom Lee was a master's student at Kenyatta University who completed his course in 2016. He has registered his company Maximum Efficiency for consultancy and recently through UN-women pre-qualification, he has qualified for consultancy services in the area of strategic planning. Tom Lee is seeking for assistance in order to complete his assignment.

- i) Illustrate to Tom Lee Five major components of an effective strategic plan (10 marks)
- S.W.O.T & P.E.S.T.A.L. - vision - Risk analysis
- mission - stakeholder analysis
- ii) Explain to Tom Lee five components that he should included in the mission statement
- Tech. - col's philosophy (10 marks)
- Market - co'
- iii) Describe to Tom Lee five possible reasons why strategy implementation would fail?
- external factors - resources (10 marks)
- lack of focus
- too much focus on participation

Question 2

- a) Distinguish strategic thinking from operational thinking (10 marks)
- b) Discuss the five dimensions strategic management takes in the public service (5 marks)

*external
broad* *internal*

Question 3

- a) Using relevant examples distinguish macro environment from micro environment (5 marks)
- b) Discuss how PESTEL as an external environment affects the strategic operations of the public sector (10 marks)

Question 4

Using a diagram discuss the applicability of the Michael Porter' five forces in the public sector (15 marks)

P. Porter's 5 Forces
1. Rivalry among existing firms
2. Threat of new entrants
3. Bargaining power of buyers
4. Bargaining power of suppliers
5. Threat of substitutes