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KENYATTA UNIVERSITY

UNIVERSITY EXAMINATIONS 2016/2017

THIRD SEMESTER EXAMINATION FOR THE DEGREE OF MASTER OF PUBLIC POLICY AND ADMINISTRATION

APP 816: STRATEGIC MANAGEMENT IN THE PUBLIC SECTOR

DATE: Monday, 31st July 2017 **TIME: 5.30p.m-8.30p.m**

INSTRUCTIONS:

Question 1 is compulsory

Answer any 2 other questins

Question 1

SECTION A

Read the case study below and answer the following questions:

For more that 20 years, Kin' Nuts company has offered customers throughout the United Kingdom and around the world the same nuts, the same coffee, the same store décor each time a customer drops in without any change. The management dictates for a period of 10 years no major changes will be done despite the employees wanting transformation in both leadership and product. Although the chain now offers iced coffee, breakfast sandwiches, smoothies, gourmet cookies and Dunnots' in addition to the old standbys, devoted customers argue that it's the coffee that make Kin'nuts unique. To keep the customers coming back the chain still relies on the recipe that Founder Bull Rose crafted more that 30 years ago. The leadership of Javaa a competing company is concerned about offering consistent, high quality cup of coffee than one offered by managers in Kin'nuts. Javaa company has been frequently been organizing meetings with the employees of all levels so as to exchange ideas on how it can come up with a new strategic plan and specifically change their mission statement management to enhance competitive advantage.

a) Imagine you are the new consultant of Kin Nut Company, explain to the company management five benefits they would gain by focusing on strategic management. (10 marks)

b) Explain briefly to Javaa five importance of mission statement in the organization (10 marks)

c) Highlight to Kin Nut management and Javaa ten components that should be included in a strategic plan. (10 marks)

SECTION B

Question Two

Discuss the application of the following strategy lenses in the public sector.

a) Strategy as an idea (5 marks)
b) Strategy as an experience (5marks)
c) Strategy as a design (5 marks)

Question Three

i) Compare and contrast a strategic thinker and operational thinker (10 marks)
ii) Distinguish between price focus differentiation focus (5 marks)

Question Four

i) Evaluate how performance paradox is different from purpose paradox in the public sector (5 marks)

ii) Discuss the following strategy levels and their application in the public sector.

a) Corporate Level (5 marks)

b) Business level (5 marks)

c) Functional Level (5 marks)