



KENYATTA UNIVERSITY

UNIVERSITY EXAMINATIONS 2016/2017

DIGITAL SCHOOL OF VIRTUAL AND OPEN LEARNING

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

APP 816: STRATEGIC MANAGEMENT IN THE PUBLIC SECTOR

DATE: Wednesday 24th May 2017

TIME: 2.00p.m -5.00p.m

INSTRUCTIONS:

Question one and any other two

Time 3hrs

SECTION A

QUESTION ONE

CASE STUDY

THE WOES IN KENYA'S DIGITAL MIGRATION PROCESS

Three key Kenyan media houses faced stiff penalties for not switching off their stations from the digital platform. The Royal Media Services, the Standard Media Services and the Nation Media Services had their stations forcefully switched off from the analogue by the Communication Authority of Kenya (CA). This is after the Supreme Court of Kenya allowed digital migration to continue as was earlier planned by the authority.

According to the former Kenya's Cabinet Secretary for Information, Communication and Technology (ICT) Fred Matiangi, the move by the three media houses to switch off their signals is in blatant breach of directives from the Supreme Court. "We are not going back on digital migration. They had better get that loud and clear. We are not going back, so if these theatrics are intended to intimidate us or manipulate government, they had better think again," a stern Matiangi said during a press briefing.

Director General of CA, Francis Wangusi said, "They will not come back on the digital platform until they have met certain conditions that the regulator is going to give them. They switched themselves off, let them remain off but we are going to slap some penalties to them given that they have done a very serious violation even including withdrawing of their licenses."

In January, the regulator withdrew the temporary authorization granted to the three media houses to purchase set up boxes. The authority cited that the media houses were in 'gross misconduct and violation of the law' for running a misleading advertisement. The date to the switch off had been postponed on several occasions due to a legal suit by the three media houses. Nonetheless, the government maintains that they will not be deterred in this process. On the other hand, the media houses are complaining that the authority has failed to give them adequate time to import their own digital set top boxes to be distributed through their consortium Africa Digital Network (ADN). Kenya then had less than three months before the 17 June 2015 global digital migration deadline. The migration from analogue to digital television broadcasting was a decision made in 2006 during the Regional Radio Conference in Geneva.

- i. Identify the macro environment that affects media houses. Support your response. [10 marks]
- ii. Explain the barriers that potential competitors may face when trying to penetrate in the media house industry. [10 marks]
- iii. Conduct a SWOT analysis of the media houses. [10 marks]

SECTION B

Answer any two questions (25 marks each)

QUESTION TWO

- i. Describe five ways in which an organization would benefit from having a mission statement. [5 marks]
- ii. Describe five challenges that are faced by the public sector in the process of implementing the strategic plans. [10 marks]

QUESTION THREE

- i. Justify the importance of strategic management in the public sector. [7 marks]
- ii. Illustrate the conditions that make cost leadership strategy attractive. [8 marks]

QUESTION FOUR

Discuss the following forms of paradoxes and their effects in the public sector

- a. Performance [5 marks]
- b. Process [5 marks]
- c. Purpose [5 marks]

QUESTION FIVE

Explain any three strategic lenses as used in the public sector. [15 marks]