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KENYATTA UNIVERSITY

UNIVERSITY EXAMINATIONS 2015/2016

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

APP 816: STRATEGIC MANAGEMENT

DATE: Monday, 25th July, 2016 TIME: 5.30 p.m. - 8.30 p.m.

INSTRUCTIONS:

Answer question **ONE** (**Compulsory**) and any other **TWO** questions.

Shay has been a qualified employee of Plan International that deals with consultancy services in Strategic Management. He has been assigned to work on a project of strategic planning for home care international Ltd a company dealing with management training, development and capacity building. The company is in severe trouble as the operational strategic plan has not been working for the last 10 years. The company is in process of closing down due to poor strategy, plans and structures. The competitors of home care green power which has strong technology than home care. The business level strategy employees of home who are qualified are threatening to leave the company for a greener pasture due to poor pay, poor working condition and poor management. Having finished strategic management course, Shay has approached you for assistance.

QUESTION ONE

a) Explain to Shay five ways in which she can use to differentiate a winning strategy form a mediocre strategy. (10 marks)

b) Apart from the business level strategy, illustrate to Shay two other strategy levels that can affect competitiveness of the company. (8 marks)

c) Help Shay to conduct a SWOT analysis for home care International. (12 marks)

QUESTION TWO

a) Describe the following Michael Porters generic strategies concepts:-

   i) Cost leadership (5 marks)

   ii) Differentiation (5 marks)

*INVOLVEMENT IN ANY **EXAMINATION IRREGULARITY** SHALL LEAD TO **DISCONTINUATION***

b) Evaluate five dimensions that strategic dimension would take. (5 marks)

QUESTION THREE

For an organization to be successful, then it must learn to view things differently by use of different lenses. Discuss four lenses that an organization can use indicating clearly how each lens would give the organization competitive advantage. (15 marks)

QUESTION FOUR

a) Strategic thinking is critical for any strategic management success. Discuss the five components that must be present in strategic thinking. (10 marks)

b) Illustrate how control can be achieved in an organization. (5 marks)

QUESTION FIVE

Environment is the not permanent. Discuss the statement describing external environment and its effects on public sectors management. (15 marks)