



**DEDAN KIMATHI UNIVERSITY OF TECHNOLOGY
UNIVERSITY EXAMINATIONS 2021/2022 ACADEMIC YEAR
SCHOOL OF BUSINESS MANAGEMENT & ECONOMICS
SECOND YEAR FIRST SEMESTER EXAMINATION FOR THE DEGREE OF
DOCTOR OF PHILOSOPHY IN BUSINESS ADMINISTRATION AND
MANAGEMENT**

DBA 5216: STRATEGY IMPLEMENTATION CONTROL AND EVALUATION

DATE: 1ST FEBRUARY 2022

TIME: 02.00-05.00 P.M.

INSTRUCTIONS: Answer Question 1 and any other three.

QUESTION ONE

Read the following passage and answer the questions that follow.

Posta woes intensify as letters fall to new lows

The number of letters posted locally in a year fell to 47.1 million to June, the lowest in a decade on the increased use of Internet-based mailing systems shinning the light on the waning demand for the services by Postal Corporation of Kenya. Latest industry data by the Communications Authority of Kenya (CA) shows that this was a 24.4 per cent fall from 62.3 sent in 12 months to June last year as the once-dominant state corporation faces bleak days ahead.

The sharp fall coincides with the growing coverage of fibre connections to homes and offices and Internet use that offer users the faster and convenient Web-based mailing platforms and the private couriers. In the period under review, the number of fixed Internet connections rose by 13 percent to 420,980 at the back of growing increased investments by the telcos to link more homes and offices to fibre-optics network. "During the period under review, postal and courier subsector registered mixed trends as most consumers take preference in digital communication services," the CA said in the report.

The record fall in letters posted come at the back of financial constrains at PCK which has, in turn, turned to other business portfolios to shore up its revenues. At 47.1 million letters posted in 12 months, this is a decline of more than double from 109 million posted in the 2010-11 period-the days when Posta enjoyed dominance through its traditional mailing services.

- a) According to the passage what are the key causes of the decline in the demand of Posta products. (6 marks)
- b) Discuss any FOUR strategy implementation failures that could have resulted in the scenario described in the passage. (8 marks)
- c) Cite any TWO results of evaluation in the passage. (4 marks)
- d) Discuss any THREE control measures Posta management could take to turn around the situation. (6 marks)
- e) Discuss the key inputs in the strategy implementation process (10 marks)
- f) Briefly outline the strategic management process. (6 marks)

QUESTION TWO

- a) Discuss any FIVE ways managers use to support strategic planning. (10 marks)
- b) Discuss the importance of culture in strategy implementation. (10 marks)

QUESTION THREE

Making use of examples, discuss the role of Evaluation and control in strategic management. (20 marks)

QUESTION FOUR

- a) Highlight the key challenges in strategy implementation. (10 marks)
- b) Discuss how technology has impacted strategy implementation, evaluation and control. (10 marks)

QUESTION FIVE

Discuss any FIVE techniques used strategy implementation. (20 marks)