



MANICALAND STATE UNIVERSITY OF APPLIED SCIENCES

FACULTY OF AGRI BUSINESS AND COMMERCE

DEPARTMENT OF APPLIED BUSINESS SCIENCES

MODULE: STRATEGIC BUSINESS LEADERSHIP

CODE: BMAN 414

SESSIONAL EXAMINATIONS

DECEMBER 2023

DURATION: 3 HOURS

EXAMINER: MR S. SIZIBA

INSTRUCTIONS

1. Answer **All questions** in Section A
2. Answer **any three** questions in Section B.
3. Start each question on a fresh page
4. Total marks 100

Additional material(s): None

SECTION A:

(Answer all questions in this section. Section A carries 40 marks)

Question 1

ALPHA Media Holdings (AMH) group chief executive Kenias Mafukidze has been recognised by the Zimbabwe Institute of Strategic Thinking as one of the country's leading strategic minds. Zimbabwe needs cognitive knowledge to develop a proper economic recovery framework for total transformation. Zimbabwe represents a unique case of sharp minds pioneering, striving, and succeeding in an economic environment that can at the very least be described as challenging. Africa remains the only continent whose capacity for growth now and in the future is so vast that the only limitation is the extent to which strategic business leadership is embraced. With multimillion dollar projects planned across the continent over the next few decades, it is critical that the leaders, entrepreneurs, and general populace truly recognise that we are standing on the cusp of something truly special if our thinking is right! The role of strategic business leadership in this progressive future can never be over-emphasised. *(Adapted from Newsday)*

Required

- a) Explain the key characteristics of strategic leaders . (10 marks)
- b) Discuss the strategies the AMH CEO used in dealing with the challenging environment in Zimbabwe. (10 marks)
- c) Interrogate the role of academic qualifications in the development of Strategic Business leaders . (10 marks)
- d) Critique the relevance of succession planning to successful business leaders like Kenias Mafukidze given the successes at AMH holdings .(10 marks)

[Total marks :40]

Section B: (60 marks)

Attempt any three questions

Question 2

Strategic leadership is about making others better as a result of your presence within an organisation and making sure that impact lasts in your absence, *Sherryl Sandberg; COO Facebook*. Evaluate this statement in relation to the role of Strategic leaders in organisations. **(20 marks)**

Question 3

A leader for all seasons, Reality or Fiction. Critique this statement. **(20 marks)**

Question 4

A good dancer knows when to leave the stage , *William Shakespeare*. Discuss this statement in relation to the types of leadership tenure and their link to organisational performance in Zimbabwean companies. **(20 marks)**

Question 5

Culture eats strategy for breakfast, lunch and supper, *Peter Drucker* . Using the seven Ss Model, explain how strategic business leaders can develop an effective organisation culture. **(20 marks)**

Question 6

Designing a winning strategy is the art of asking questions. Experimenting and then constantly renewing the thinking process by questioning the answers. No matter how good today's strategy is, you must always keep reinventing it. *Constantinos Markides, Author of All the Right Moves.*

Evaluate this statement on the basis on the importance of corporate strategy renewal from time to time in Strategic business leadership. **(20 marks)**

END OF EXAMINATION!