



MANICALAND STATE UNIVERSITY OF APPLIED SCIENCES

FACULTY OF AGRIBUSINESS AND APPLIED SOCIAL SCIENCES

DEPARTMENT: APPLIED BUSINESS SCIENCES

MODULE: STRATEGIC MANAGEMENT

CODE: BMAN 423

SESSIONAL EXAMINATIONS

APRIL/MAY 2023

DURATION: 3 HOURS

EXAMINER: MR. A. MTHOMBENI

INSTRUCTIONS

1. Answer *All* questions in Section A
2. Answer *any three* questions in Section B
3. Start a new question on a fresh page
4. Total marks 100
5. Credit will be given for appropriate use of examples

Additional material(s): None.

SECTION A: COMPULSORY

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

Question 1

Read the following case study and answer the questions that follow

PSYCHOLOGICAL FACTORS AFFECTING STRATEGY IMPLEMENTATION IN ORGANISATIONS. A REVIEW OF RELATED LITERATURE

Business organisations across the world are grappling with volatility and turbulence in the operating environment which is characterised by high technological changes, changes in consumer tastes and globalisation among other forces. In such circumstances, Stewart (2004) in Leskaj (2017:151) suggests that organisational survival is underpinned on strategy which anticipates and deals with challenges from competitors. Thus, as Irwin (1995) in Palladan and Adamm (2018:01) opined, strategic management becomes a business operating game plan for enhancing firm's competitiveness, creating customer satisfaction and achieving targeted performances. Consequently, as Kasele (2011) in Dennis et al (2019:231) observed, different types of organisations have found it necessary in recent years to engage in practices of strategic management for their corporate survival and achieve their corporate goals. The adoption of strategic management practices facilitates optimal positioning of organisations in their competitive environment (Pearce and Robinson (2011) in Dennis et al(2019:231). Thus, as Issack and Muathe (2017:156) concluded, strategic management has been touted as one of the effective management tools in strengthening organisation performance through effective decision making and systematic strategic formulation and implementation. However, the effectiveness of the whole process of planning diminishes if the formulated strategies are not implemented (Siddique and Shadbolt (2016) in Haurani (2017:13). While organisations may successfully discharge the responsibility of strategy formulation, the duty of strategy implementation tends to be problematic (Eke-Eresia and Soriakumar (2021:47). As such, the rate of failure in strategy implementation by both public and private sector organisations remains a cause for concern. For instance, Baroto, Arvand and Ahmad (2014) in Kabeyi (2019:29) confirm that 66% of corporate strategies are never implemented, 70%-90% of organisations fail to realise the success of implementing their strategies, and only 63% of financial objectives envisioned

by companies' strategies are achieved and that strategies most often fail due to ineffective execution. Thus, Mwangi and Kihara (2021:03) conclude that several strategies fail, not because they are inappropriately formulated, but because they are poorly implemented.

Source: *Extract from a review paper by Mr Chinongwa E., Prof Manuere F., Dr Marima N., and Mr Mthombeni A. , published by the International Journal of Research in Commerce and Management Studies (IJRCMS) ISSN 2582-2292 Vol. 4, No. 05 Nov-Dec; 2022 Page. No. 92-106. Accessed on 03 November 2023.*

Required

- a) The above case study shows that the strategic management process encompasses three phases. Explain these phases of strategic management.

(15 marks)

- b) From the above case study, Mwangi and Kihara (2021:03) conclude that several strategies fail, not because they are inappropriately formulated, but because they are poorly implemented. Discuss any four (4) reasons why strategies fail during implementation stage.

(15 marks)

- c) The case study above intended to examine some of the psychological factors affecting strategy implementation in organizations. Examine other factors (other than psychological) that affect strategy implementation.

(10 marks)

[Total Marks: 40]

SECTION B

(Answer any 3 questions from this section. Each question carries 20 marks)

Question 2

The study of the external environment is a crucial step in the mapping of business strategy for an organization.' Analyse how the assessment of external forces can be performed with reference to any Business Project of your own choice.

[20 marks]

Question 3

As the Chief Executive Officer of your organisation, discuss why your organisation may adopt the following strategies:

(i) Offensive strategy (10 marks)

(ii) Defensive strategy (10 marks)

[TotalMarks:20]

Question 4

During the National Development Strategy 1(NDS1) period, efficient infrastructure delivery that includes transport will be key in the realisation of National Priorities and overall socio-economic development. Discuss any four (4) competitive strategies which can be adopted to improve Zimbabwean State Owned passenger road transport industry. [20 Marks]

Question 5

With reference to an organization of your own choice, compare and contrast Expansionary Strategy and Retrenchment Strategy

[20 marks]

Question 6

Most business enterprises in the 21st century have gained a competitive advantage through the adoption of Corporate Social Responsibility. Evaluate how Corporate Social Responsibility has assisted an organization of your own choice in achieving its core objectives [20 Marks]

END OF EXAMINATION