

WOMEN'S UNIVERSITY IN AFRICA



Addressing gender disparity and fostering equity in University Education

FACULTY OF MANAGEMENT AND ENTREPRENEURIAL SCIENCES

BSc HONOURS DEGREE IN HUMAN RESOURCES MANAGEMENT

BSc HONOURS DEGREE IN MARKETING AND MANAGEMENT

BSc HONOURS DEGREE IN ACCOUNTING SCIENCES

BSc HONOURS DEGREE IN BANKING AND FINANCE

MAIN PAPER

BM222: STRATEGIC MANAGEMENT

INTAKE 25: SECOND YEAR SECOND SEMESTER

DATE: 2021 TIME: 2 HOURS

INSTRUCTIONS TO CANDIDATES

Answer question **1** and any other **two**

Question 1

Philosophy of management is the manager's set of personal beliefs and values about people and work and as such, is something that the manager can control. McGregor emphasised that a manager's philosophy creates a self-fulfilling prophecy. Theory X managers treat employees almost as children who need constant direction, while Theory Y managers treat employees as competent adults capable of participating in work-related decisions. These managerial philosophies then have a subsequent effect on employee behaviour, leading to self-fulfilling prophecy. As a result, organisational philosophies and managerial philosophies need to be in harmony.

Source: - http://www.cliffsnotes.com/study_guide/The-Internal-Environment.topicArticle

Required:

- a) Explain the importance of understanding the vision, mission, and values in the various strategy process stages. [20]
- b) Examine the role corporate culture plays in the strategy implementation process. [20]

Question 2

Describe the interrelationship between strategy, stakeholder and corporate governance. [20]

Question 3

Explain the main characteristics of strategic alignment decisions of the McKinsey's 7s framework. [20]

Question 4

The low-cost leadership strategy at times enables the firm to defend itself against each of five competitive forces. Explain. [20]

Question 5

Illustrate, how a firm can build a sustainable technology based competitive advantage that address the social tensions evident under the current COVID-19 era. [20]

Question 6

Illustrate the notion of strategic analysis with specific reference to the business level strategic analysis Boston Consulting Group (BCG) tools. [20]

END