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MNG302B/RMG3026

MAY/JUNE 2012

BUSINESS MANAGEMENT (STRATEGIC MANAGEMENT 3B) 302

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WARNING

- 1. A candidate who, without authorisation, takes into the examination venue any book, document or object that could assist him or her in the examination, and does not hand over such material to the invigilator before the official commencement of the examination, will be guilty of infringing the university's examination regulations and will be liable to punishment as determined by the university council.
- 2. Rough work may be done only on the examination question paper and must be labelled as such.
- 3. No notes may be made on any part of the body, such as the hands, or on any garment.
- 4. This examination paper is the property of the university and under no circumstances may the candidate retain it or remove it from the examination venue.

NOTE: PLEASE COMPLETE THE ATTENDANCE REGISTER ON THE BACK PAGE, TEAR IT OFF AND HAND IT TO THE INVIGILATOR.





MNG302B

May/June 2012

STRATEGIC IMPLEMENTATION 3B

Duration : 2 Hours 70 Marks

EXAMINERS:

FIRST: MR F CRAFFORD SECOND: MS A DAVIS EXTERNAL: MS S MAREE

Use of a non-programmable pocket calculator is permissible.

This examination question paper remains the property of the University of South Africa and may not be removed from the examination venue.

This paper consists of 23 pages (including the cover pages) plus two blank pages for rough work (pp 22 and 23).

THIS IS A FILL-IN EXAMINATION PAPER AND THE WHOLE PAPER MUST BE SUBMITTED AT THE END OF THE EXAMINATION SESSION. THIS PAPER REMAINS THE PROPERTY OF THE UNIVERSITY.

INSTRUCTIONS

This paper comprises two sections, namely **section A** and **section B**.

Section A

- Section A comprises four (4) compulsory paragraph-type questions.
- Each question counts five (5) marks.
- The total for this section is 20 marks.
- All the answers to the questions must be completed on this fill-in examination paper

Section B

- Section B comprises three (3) essay-type questions
- You must answer any two (2) of the three questions on this fill—in examination.
- Each guestion counts 25 marks.
- The total for this section is 50 marks.
- Indicate the numbers of the questions you have answered on the front cover of this answer book.

This is a **closed-book examination**. You may not consult notes of any kind nor any person (except the invigilator) during the examination session.

SECTION A

- Answer ALL FOUR (4) paragraph-type questions in this section. Use the space provided below each question for your answers.
- The total for this section is **20 marks**.

Question 1

Discuss five (5) reasons why strategy implementation in an organisation might fail.				

Question 2

Explain why corporate governance is important in strategy implementation.	(5)

Question 3

Describe the major types of executive bonus compensation plans.	(5)

Question 4

Discuss the "warm square" in the modified McKinsey 7-S framework.	(5)

TOTAL SECTION A: [20]

[TURN OVER]

SECTION B

- Answer ANY TWO (2) of the following three questions in this section in the space provided.
- Write the numbers of the questions you have answered on the front cover of this answer book.

QUESTION B1

The drivers of strategy implementation are important as they could help to align the organisation with its chosen strategy and help to overcome the barriers to strategy implementation.

Discuss the drivers of strategy implementation. The following criteria will be used to assess your answer. You must:

answer. You must:	
B1.1 differentiate between visionary and managerial leaders by identifying four key characteristics of each.	(8)
(HINT: using a table may make it easier to answer the question)	
B1.2 explain the different aspects and levels of organisational culture (as identified by Thompson & Martin, 2005).	(12)
B1.3 identify five (5) guidelines for aligning reward systems with strategy.	(5)
	[25]

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There is no one "right" type of organisational structure. Organisations continually evolve and different types of structures and strategies are chosen at different stages to ensure continued success.

In view of the above statement, answer the following questions:

- B2.1 Comment on the statement that "structure follows strategy". (5)
- B2.2 Explain how organisational structures evolve over time. (3)
- B2.3 Discuss the five basic parts of an organisation. (5)
- B2.4 Discuss the six basic coordination mechanisms used by organisations to coordinate activities. (12)

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[25]

QUESTION B3

Strategic control is an essential phase in the strategic management process. However, creating effective controls is not an easy task as having either too many or too little controls can be problematic.

In view	of the above statement, answer the following questions:	
B 3.1	Explain how functional tactics differ from corporate or business strategies.	(6)
B3.2	Explain the role of policies in strategy implementation.	(4)
B3.3	Discuss the four "levers" that are considered when designing strategic control system	ns. (8)
B3.4	Discuss the balanced scorecard as a strategy implementation and control system.	(7)
		[25]

[25]

TOTAL SECTION B: 50

TOTAL: 70

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