FINAL %	

UNISA university of south africa

MNG302B/RMG3026

October/November 2012

BUSINESS MANAGEMENT (STRATEGIC MANAGEMENT 3B) 302

STUDENT NUMBER									

IDENTITY NUMBER												

FOR USE BY EXAMINATION INVIGILATOR

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Subject

……
Number of paper

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Date of examination

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Examination centre

Question no.	Marks					
	Examiners					
	1			2		
Total						

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UNIVERSITY EXAMINATIONS

UNIVERSITEITSEKSAMENS

UNISA university of south africa

MNG302B
RMG3026

October/November 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.

Closed book examination.

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 question **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.

[TURN OVER]

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

Explain what strategy implementation entails. (5)

Question 2

Explain the importance of organisational culture in strategy implementation. (5)

Question 3

Discuss the role that structure plays in implementing strategy. (5)

Question 4

Discuss the role of resource allocation in strategy implementation. (5)

TOTAL SECTION A: [20]

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

Strategic leadership is viewed as the most important "tool" that strategists can have in their implementation toolkit to give direction and purpose to integrating strategy formulation, implementation and control.

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

B1.1 Discuss the reasons why leadership is an important driver of strategy implementation. (5)

B1.2 Discuss the attributes of emotional intelligence. (10)

B1.3 Discuss the key responsibilities of a strategic leader. (6)

B1.4 Discuss corporate governance and leadership in the light of the King II Report (4)

[25]

[25]

QUESTION B2

Strategic change includes all efforts and actions that are taking place to move an organisation from its present state toward the desired future state. It is not normal organisational change. It is proactive change that must happen.

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

B2.1 Explain the different types of strategic change and the issues involved. (10)

B2.2 Provide guidelines for overcoming resistance to change. (5)

B2.3 Comment on the role of the various instruments in strategy implementation. (10)

[25]

[25]

QUESTION B3

Strategic control is viewed as an essential phase in the strategic management process, as planned strategy is often not realised strategy.

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

B 3.1 Explain what strategic control entails. (5)

B3.2 Differentiate between the different types of strategic control. (8)

B3.3 Comment on the criteria used to evaluate strategies during the control phase. (8)

B3.4 Diagrammatically depict and explain the four dimensions of the balanced scorecard. (9)

[25]

Diagrammatically depict the balanced scorecard in this space.

[25]

TOTAL SECTION B: 50

TOTAL: 70

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