


**MNG3702
MNG302B**

May/June 2014

STRATEGIC IMPLEMENTATION IIIB

Duration 2 Hours

70 Marks

EXAMINERS .

FIRST

SECOND

EXTERNAL

MR F CRAFFORD

PROF A DAVIS

MS S HUGHES (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 25 pages (including the cover pages) plus two blank pages for rough work (pp 24 and 25)

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]

Question 3

Discuss why leadership is an important driver of strategy implementation.

(5)

[TURN OVER]

QUESTION B3

Strategic control provides inputs to any adjustments and corrective actions needed in the strategic planning and implementation process. The outcome of the strategic control process can therefore alter the organisation's chosen strategy.

In view of the above statement, do the following:

- B 3.1 Explain how strategic control can be introduced. (6)
- B3.2 Discuss the balanced scorecard as a strategy implementation and control system (10)
- B3.3 Discuss corporate governance and strategic control with reference to the King III Report. (4)
- B3.4 Comment on the criteria used to evaluate strategies during the control phase. (5)

[25]

[TURN OVER]

ROUGH WORK PAGE 1

ROUGH WORK PAGE 2