



MNG3702 MNG302B

May/June 2014

STRATEGIC IMPLEMENTATION IIIB

Duration 2 Hours

70 Marks

EXAMINERS.

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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

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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

Differentiate between strategic planning and strategic implementation	(5)

Question 2

Discuss the components of the modified Mckinsey 7 S framework.	(5)
	
	
	

Question 3

Discuss why leadership is an important driver of strategy implementation.	
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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

"In most organizational change efforts, it is much easier to draw on the strengths of the culture than to overcome the constraints by changing the culture." Edgar Schein

in view of the above statement, do the following:	
B1 1 Discuss the aspects and levels of organisational culture.	(10)
B1 2 Explain why organisational culture is an important driver for strategy implementation	(5)
B1 3 Explain Hofstede's five value dimensions of culture.	(10)
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Question 4

Provide guidelines for structuring effective rewards systems	(5)
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TOTAL SECTION A: [20]

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QUESTION B2

in view of the above statement, do the following:

Organisations with modest resources can compete with more established, better resourced organisations, if they allocate and combine resources in ways that create strong capabilities.

B2.1	Discuss the role of resource allocation in strategy implementation.	(4)
B2.2	Discuss the importance of human resources in strategy implementation.	(5)
B2 3	Explain how functional tactics differ from corporate and business strategies.	(6)
B2 4	Comment on the role of the various instruments in strategy implementation.	(10)
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QUESTION B3

In view of the above statement, do the following:

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.

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)
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TOTAL SECTION B: 50

TOTAL: 70

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