

**NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY**

**FACULTY OF COMMERCE**

**DEPARTMENT OF BUSINESS MANAGEMENT**

**STRATEGIC MANAGEMENT II – CBU 4207**

**FINAL EXAMINATION - AUGUST 2009**

**TIME ALLOWED: 3 HOURS**

**INSTRUCTIONS TO CANDIDATES**

- (i) Answer **QUESTION One (1)** and any other **Three (3) QUESTIONS**.
- (ii) All questions carry 20marks each
- (iii) Questions may be answered in any order
- (iv) As much as possible, use relevant examples

**SECTION A**

**QUESTION 1**

- (a) Why was Chrysler's functional approach to new car development running into trouble? **[20 Marks]**
- (b) What are the advantages of Chrysler's new product team structure?

**SECTION B**

**QUESTION 2**

What does it mean to say that for a manager, structure is :

- (a) a characteristic of the work setting and
- (b) something to be created? **[20 Marks]**

### **QUESTION 3**

With reference to an organisation of your choice identify the type of organisation structure and explain why it has selected this form of differentiation and integration. **[20 Marks]**

### **QUESTION 4**

Of what importance are the relationships among differentiation, integration and strategic control systems? **[20 Marks]**

### **QUESTION 5**

Discuss the 'agency theory' perspective on organisation control. **[20 Marks]**

### **QUESTION 6**

Discuss the various types of control systems an organisation can use to monitor and coordinate its activities. **[20 Marks]**

### **QUESTION 7**

How can organisational culture become a competitive advantage for an organisation? **[20 Marks]**

**END OF EXAMINATION**