



**National University of  
Science and Technology**  
Think in Other Terms



**NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY  
FACULTY OF COMMERCE**

**DEPARTMENT OF FINANCE  
MSc IN FISCAL STUDIES**

**APPLIED STRATEGIC MANAGEMENT – CFS 5204**

**FINAL EXAMINATION – APRIL/MAY 2014**

**TIME ALLOWED: 3 HOURS**

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**INSTRUCTIONS TO CANDIDATES**

Answer any **FOUR** questions.

**INFORMATION TO CANDIDATES**

- (i) Questions may be answered in any order.
- (ii) As much as possible, use relevant examples.
- (iii) This paper contains **seven** questions.

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**Question 1**

At a strategic planning seminar of one local public sector institution, one of the senior executives remarked, “the challenges in the public sector in Zimbabwe negate the need to undertake strategic planning, unlike our contemporaries in the private sector”. Evaluate this statement using relevant examples to illustrate your argument.

**(25 marks)**

**Question 2**

Conceptually, a strategy of an organisation consists of three inseparable parts; corporate strategy, business strategy and functional strategy.

- a) Distinguish among these three component parts of a company’s strategy.

**(12 marks)**

- b) Discuss the characteristic features of strategic decisions that make them different from any other decisions of an organisation. **(13 marks)**

### **Question 3**

The intensity of competitive rivalry in an industry segment depends on a number of factors. Identify these factors and discuss them in the context of a Zimbabwean industry of your choice. **(25 Marks)**

### **Question 4**

Ryan Air of Europe, Southwest Airlines of the United States and Kulula.Com of South Africa are good examples of low-cost-carriers (LCC) within the airline passenger industry. Using the value chain concept, explain the ways that these airlines follow in order to attain this low cost leadership within the industry. **(25 Marks)**

### **Question 5**

Barbs (Pvt.) Ltd, a clothing manufacturer and retailer, has been in business for the last five years operating from the city of Gweru. The company believes it is time to grow its business but is not sure how to go about it. Advise the company on how it can use the concentration (Ansoffs) and the integrative (horizontal and vertical) growth strategies to grow its business, highlighting the advantages and disadvantages of each growth option. **(25 marks)**

### **Question 6**

- a) Highlight how a company such as Delta, with a diversified portfolio, can strategise and manage its strategic business units using the Boston Consulting Group (BCG) matrix. **(15 marks)**
- b) What are the strengths and weaknesses associated with this model? **(10 marks)**

### **Question 7**

Discuss how local public sector institutions can use the Balanced Scorecard approach as a tool to evaluate and control the strategy implementation process. **(25 marks)**

**END OF EXAMINATION PAPER**