



**NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY**

**FACULTY OF COMMERCE**

**GRADUATE SCHOOL OF BUSINESS**

**EXECUTIVE MASTER OF BUSINESS ADMINISTRATION**

**STRATEGIC MANAGEMENT II**

**EMB 5308**

**Supplementary Examination**

**May 2015**

This examination paper consists of 3 pages

**Time Allowed: 3 hours**

**Total Marks: 100**

**Special Requirements: None**

**INSTRUCTION TO CANDIDATES**

1. Answer any **FOUR** questions.

**INFORMATION FOR CANDIDATES**

1. All questions carry equal [25] marks.
2. Questions can be answered in any order.
3. Credit will be awarded for appropriate use of examples

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### **QUESTION 1**

Alfred Chandler established that changes in strategy often require changes in an organisation's structure (David 2011). Critically evaluate Chandler's structure-follows-strategy concept.

**(25 marks)**

### **QUESTION 2**

'Resistance to change can be considered the single greatest threat to successful strategy implementation.'

Explain the sources of resistance to change and articulate the strategies that an organisation can use to minimize the negative effects of resistance to change.

**(25 marks)**

### **QUESTION 3**

'Every strategy, no matter how well conceived and mapped out, will encounter barriers at execution.' Using specific examples, discuss the possible barriers which can impede the strategy implementation process.

**(25 marks)**

### **QUESTION 4**

'One of the common impediments to effective strategy implementation is failing to align rewards or compensation systems to an organisation's strategy.' Show how an organisation can use monetary and non-monetary incentives to achieve key strategic targets.

**(25 marks)**

### **QUESTION 5**

'A Balanced Scorecard system provides a basis for executing a good strategy well and managing change successfully.' Demonstrate the validity of this statement by selecting an organisation of your choice and showing how its vision and strategic directions can be transformed into objectives, measures, targets and initiatives. Your illustrations should address all the four pillars of the Balanced Scorecard.

**(25 marks)**

**QUESTION 6**

Discuss how a marketing strategist can use the McKinsey 7s Framework as a tool to facilitate strategy implementation, using any Zimbabwean organisation of your choice as an example.

**(25 marks)**

**END OF EXAMINATION QUESTION PAPER**