

UNIVERSITY OF SWAZILAND

FACULTY OF COMMERCE

DEPARTMENT OF BUSINESS ADMINISTRATION

SUPPLEMENTARY EXAMINATION 2009

**TITLE OF PAPER: BUSINESS POLICY & STRATEGIC
MANAGEMENT**

DEGREE AND YEAR: BCOM V (F/T) & BCOM VII (IDE)

COURSE NUMBER: BA 511/ IDE BA 511

TIME ALLOWED: THREE (3) HOURS

INSTRUCTIONS: 1. THIS PAPER CONSISTS OF SECTIONS (A) AND (B)

2. THE CASE STUDY SECTION (A) IS COMPULSORY

3. ANSWER ANY THREE QUESTIONS FROM SECTION B.

**Note MARKS WILL BE AWARDED FOR GOOD
COMMUNICATION IN ENGLISH AND FOR ORDERLY
PRESENTATION OF WORK**

**THIS EXAMINATION PAPER SHOULD NOT BE OPENED
UNTIL PERMISSION HAS BEEN GRANTED BY THE
INVIGILATOR.**

SECTION A: CASE STUDY

This section is compulsory

SA Breweries: developing people makes good beer sense

Castle Lager won the award for the best international bottled lager in the Brewing Industry International Awards ceremony at Burton-upon-Trent in England, beating more than 200 breweries in 40 countries. In addition Hansa Pilsener, another South African Breweries product, won a silver medal.

Winning international awards is the manifestation of corporate excellence, but what really makes the difference to enable SAB to be able to achieve these accolades on a regular basis? “Well, winning beer awards has certainly hit the headlines and has given us good publicity”, says Norman Adami, managing director of SAB Limited. “What is not generally known is that we have also won the Excellence in Practice Citation award for performance improvement from the American Society for Training and Development, as well as one of seven exemplary practice partner nominations from the Society for Human Resource Management and the ASTD for strategic people resourcing and talent management. These awards confirm my belief that it is the way we nurture and manage the soft issues, notably the people issues in our business that makes the difference. Every brewery has access to the best ingredients, the best equipments and the world’s leading technology. But it is the way we harness the various elements through our people that gives us that winning combination”

Questions

- a. Comment on the managing director’s statement in relation to the importance of matching a manager to strategy and ensuring the proper alignment between staffing and strategy. (10)
- b. If they were to restructure operations and maybe have to right-size their operations, how do you think they would have to do that without losing their good reputation in handling people issues? (15)
- c. How can SAB best handle cultural change without losing its good reputation following its acquisition of Miller Brewing Company of the USA. (15)

SECTION B

Answer any three questions from this section.

Question 1

Outside directors are better than inside directors. Discuss. (20)

Question 2

- a. Critically evaluate the sources of competitive intelligence stating clearly the purpose that competitive intelligence would serve in strategic management. (10)
- b. Compare and contrast trend extrapolation with the writing of scenarios as forecasting techniques (10)

Question 3

To what extent can an organisation such as a car manufacturer/ dealer successfully follow a differentiation strategy? (20)

Question 4

You will have recently noted the mushrooming of several small business ventures by the university's main gate. Using one of them as an example, discuss the factors that are essential for its success. (20)

Question 5

Discuss the importance of the following, and suggest best practice following a newly developed strategy in an organisation in an organisation that is rightsizing its operations.

- a. Lean six sigma (5)
- b. Job design (5)
- c. Cultural change (5)
- d. Action planning (5)