

UNIVERSITY OF SWAZILAND
FACULTY OF COMMERCE
DEPARTMENT OF BUSINESS ADMINISTRATION
MAIN EXAMINATION PAPER
MAY 2015

(IDE STUDENTS)

TITLE OF PAPER: BUSINESS POLICY & STRATEGIC MANAGEMENT

COURSE CODE: BA511

DURATION: 3 HOURS

INSTRUCTIONS:

1. TOTAL NUMBER OF QUESTIONS IN THIS PAPER IS SIX (6)
2. THE PAPER CONSISTS OF TWO SECTIONS; SECTION A AND SECTION B.
3. ATTEMPT SECTION A WHICH IS COMPULSORY AND ANY OTHER THREE (3) QUESTIONS IN SECTION B.
4. THE MARKS ALLOCATED FOR A QUESTION/PART QUESTION ARE AS INDICATED AT THE END OF EACH QUESTION/PART QUESTION.
5. WHERE APPLICABLE, ALL WORKINGS/CALCULATIONS MUST BE CLEARLY SHOWN.

NOTE: MAXIMUM MARKS WILL BE AWARDED FOR GOOD QUALITY LAYOUT, ACCURACY AND PRESENTATION OF WORK.

THIS PAPER MUST 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: Choose any three (3) questions from this section

Question 2

Why is an understanding of socio-cultural trends important in strategic management?

(20 marks)

Question 3

Porter argues that an organization can use one of the generic competitive strategies to survive. Can anyone of these be used exclusively? Why or why not? *Hint: You may select one that you may base your argument on.*

(20 marks)

Question 4

UNISWA is currently in the process of fully implementing the full semesterization programme and credit system, as a means among other things of improving its effectiveness in relation to Total Quality Management and also positively matching itself with other universities in the region. Comment on the factors that could promote or hinder this exercise thus giving your opinion on the likelihood for success for this endeavour.

(20 marks)

Question 5

- a) What is the importance of purchasing competitive strategy? (6 marks)
- b) What factors help determine whether a company should outsource a technology? (7marks)
- c) Briefly explain about the Devil's Advocate as a tool for strategic choice. (7 marks)

Question 6

A poultry producing company that has recently set up in a per-urban area has approached you for advice on how they can effectively and comprehensively evaluate and control their performance. It has been a year since this organization started operating. Advice!

(20 marks)