

**UNIVERSITY OF SWAZILAND**  
**FACULTY OF COMMERCE**  
**DEPARTMENT OF BUSINESS ADMINISTRATION**  
**MAIN EXAMINATION**  
**ACADEMIC YEAR 2015/2016**

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**TITLE OF PAPER:** Strategic Management I

**DEGREE AND YEAR:** Bachelor of Commerce IV

**COURSE NUMBER:** BA 440

**TIME ALLOWED:** Three (3) hours

**INSTRUCTIONS**

1. THIS PAPER CONSISTS OF TEN (10) QUESTIONS
2. EACH QUESTION IS COMPULSORY

NOTE: You are reminded that in assessing your work, account will be given of the accuracy of language and the general quality of expression, together with the layout and presentation of your final answer.

THIS PAPER MUST NOT BE OPENED UNTIL THE INVIGILATOR HAS GRANTED PERMISSION.

**GOOD LUCK !!!**

**Strategic Management I (BA 440)**

**Main Examination (Total: 100 marks)**

**All Questions are Compulsory (Total: 10 Questions)**

- 1. Describe the triple bottom line concept in Strategic Management. (5 marks)**
- 2. Contrast *agency theory* and *stewardship theory*. (5 marks)**
- 3. Is there a conflict between *Agency Theory* and the concept of organizational stakeholders? Explain. (5 marks)**
- 4. How appropriate is the theory of *laissez-faire* in today's world? (5 marks) Include in your answer,**
  - a. What should be the rules of how to conduct business, and who should communicate and enforce them? (5 marks)
  - b. What happens to the concept of *laissez-faire* when one adds all these responsibilities to it and then expects business people at all levels to accept them without outside force? (5 marks)
  - c. Does *laissez-faire* as proposed by Adam Smith and argued by others include only economic responsibilities? (5 marks)
  - d. If legal and ethical responsibilities also are expected by society of business corporations, is it still "free enterprise" *laissez-faire* or some other kind of system? (5 marks)
- 5. What is Carroll's list of four responsibilities, and using this list, should a company be concerned about discretionary responsibilities? Why or why not? (10 marks)**

- 6. Describe Porter's approach to industry analysis. (10 marks) In addition,**
  - a. How will a change in each of the forces affect the average price of the product, as well as how changes in each force might affect average product quality and other characteristics of the product offered in this particular industry? (5 marks)
  - b. How would you determine the level of competitive intensity in the automobile industry? (5 marks)
  - c. What are the forces driving industry competition in the automobile industry? (10 marks)
  
- 7. Discuss the most commonly practiced form of forecasting. (5 marks)**
  
- 8. Describe Barney's VRIO framework. (5 points)**
  
- 9. Define a value chain and explain the significance of the center of gravity. (5 points)**
  
- 10. Distinguish between continuous and intermittent manufacturing systems, providing examples of each. (5 points)**