

UNIVERSITY OF ESWATINI
FACULTY OF COMMERCE
INSTITUTE OF POST GRADUATE STUDIES
MASTER OF BUSINESS ADMINISTRATION
FINAL EXAMINATION PAPER
DECEMBER 2018

TITLE OF PAPER: STRATEGIC MANAGEMENT
COURSE CODE: BUS619
TIME ALLOCATED: THREE [3] HOURS
TOTAL MARKS: 100 MARKS

INSTRUCTIONS

- 1. TOTAL NUMBER OF QUESTIONS IN THIS PAPER IS 5**
- 2. THE PAPER CONSISTS OF SECTION A AND SECTION B**
- 3. ANSWER ALL QUESTIONS IN SECTION A AND ANY THREE IN QUESTIONS IN SECTION B**
- 4. THE MARKS ALLOCATED FOR EACH QUESTION ARE INDICATED AT THE END OF EACH QUESTION/ PART QUESTION**
- 5. THIS PAPER MUST NOT BE OPENED UNTIL PERMISSION HAS BEEN GRANTED BY THE INVIGILATOR.**

SECTION A: ANSWER ALL QUESTIONS IN THIS SECTION

Question 1

“You think you have learnt enough about Strategic Management at university? My friend you are lying to yourself. Strategic management is practically is the streets of the Kingdom of Eswatini, I tell you. My experience tells me that those who go to university to learn Strategic management have little practical of the subject as their Professor drills theory. With my little knowledge of what Strategic Management that I have acquired at undergraduate study, I think I am competitive in business”, said Fred to his colleague. This was a conversation between the usual chicken dust vendors, one day at Matsapha when they were having sips of bottled beer at one of the outlets called Salties, located along the Bhunya road. Fred is a veteran vendor operating food outlet close to the main university in the Kingdom of Eswatini.

Food from street carts have become a foodie favourite for the people of the Kingdom of Eswatini. Food carts travel from neighbourhood to neighbourhood, offering their delicacies to range of local chicken dust, a street roasted chicken. But without a set location, how do these carts let consumers know here they will be? The vendors have embraced technology so fast and are making use of it in their business endeavours. Well, through Twitter of course. Fred, the man behind the enormously popular Chicken Dust Cart in the Kingdom of Eswatini, has quickly amassed over 12,000 followers in a little over a year. He knows that most of his business comes from people who follow him on twitter because Twitter is the only way you can find the cart’s location for the day, says Fred, a former construction worker turned Chicken Dust expert. His followers on twitter call it CD. “It gives people a valid reason to follow me,” he says.

The other use of Twitter for Fred is to tell people what flavour of CD he is serving in a given day. He has learnt the art of doing the CD in a manner that is completely different from fellow sellers of the products on the streets. And Fred says that Twitter gives him the ability to develop a personal relationship with his followers and others. He says he tries to engage his followers by asking for suggestions of what type of CD he can serve them with and even the convenient place where he should park his cart, and he always tries to keep things humorous.

Fred says he has no marketing budget and Twitter has been a great way to amass fans. He doesn’t have as much of a presence on Facebook, and he’s not sure the model is as efficient as Twitter. “Twitter can absorb more than Facebook with very little effort,” Fred adds. Yelp has also been a valuable source of referrals for the entrepreneur. The cart has 224 reviews and is rated with four and a half stars.

- i. Make a SWOT analysis based on Fred’s business. [5 marks]
- ii. What type of market segmentation would work well for this organisation? [5 marks]
- iii. What is the importance of social media in the strategic management? [6 marks]

iv. Which of Porter's five generic strategies would be most successful in Fred's strategy for his enterprise. Justify your answer. [9 marks]

SECTION B: CHOOSE ANY THREE QUESTIONS OF YOUR CHOICE FROM THIS SECTION.

Question 2

Strategic management is an analysis driven exercise. Discuss [25 marks]

Question 3

Examine the strategies that can be used by a company operating in declining market [25 marks]

Question 4

Discuss the strategic importance of emerging markets in strategic management. [25 marks]

Question 5

Discuss the implications of Porter's five forces model to Strategic management of a company of your choice. [25 marks]