



ZIMBABWE EZEKIEL GUTI UNIVERSITY

**FACULTY OF LAW, BUSINESS INTELLIGENCE AND
ECONOMICS**

**DEPARTMENT OF ECONOMICS, MARKETING, AND ENTREPRENEURSHIP
EXAMINATION PAPER**

COURSE CODE : MBA521
COURSE TITLE : Strategic Management
SPECIAL REQUIREMENTS : None
DURATION : 3 Hours
LEVEL : 5.1
DATE : 10 JUN 2024

INSTRUCTIONS TO CANDIDATES:

1. No cell phones are allowed in the examination venue
2. Use of silent, non-programmable calculators is allowed
3. Answer ALL questions in Section A and any three (3) questions in Section B.
4. The number of marks for each question or part question is shown in brackets []
5. Begin each answer on a new page.
6. **DO NOT OPEN THIS PAPER UNTIL THE INVIGILATOR INSTRUCTS YOU.**

SECTION A

QUESTION ONE

Israel and Ian are brothers. After receiving a huge monetary benefit from their father's life assurance policy, they are considering to start their own engineering consultancy company since they both have qualifications and working experience in engineering.

Make recommendations to Israel and Ian on the process they may need to go through to discover the rightful opportunities and increase their chances of success. [25 marks]

SECTION B: ANSWER ANY THREE QUESTIONS

QUESTION TWO

- a) Explain the importance of organisational values. (10 marks)
 - b) Discuss the relevancy of the RBV in resources and capability analysis. (15 marks)
- [25 marks]

QUESTION THREE

Analyse strategies that an organisation may utilise to explore the international market. [25 marks]

QUESTION FOUR

Discuss the role of the BCG matrix in managing an organisation's business portfolio. [25 marks]

QUESTION FIVE

Demonstrate the applicability of the emergence approach to strategic management to a modern business context. [25 marks]