



ZIMBABWE EZEKIEL GUTI UNIVERSITY

FACULTY OF LAW, BUSINESS INTELLIGENCE AND ECONOMICS

DEPARTMENT OF ECONOMICS, MARKETING AND ENTREPRENEURSHIP

EXAMINATION PAPER

MODULE CODE : MBA521/ MSTM521  
MODULE TITLE : STRATEGIC MANAGEMENT/ STRATEGIC PLANNING  
DURATION : 3 Hours  
LEVEL : 1.2 07 APR 2025

**INSTRUCTIONS TO CANDIDATES:**

1. No cell phones are allowed in the examination venue.
2. Use of silent, non-programmable calculators is allowed
3. Answer question number **one (1)** in Section A (Compulsory) and any other **three (3)** questions in Section B.
4. Begin each question on a new page.
5. The number of marks for each question or part question is shown in brackets [ ]
6. Show all workings, where applicable.

**Question 1: [40 marks]**

**"GreenTech Innovations: Navigating Regulatory and Competitive Challenges"**

**Industry:** Renewable Energy

GreenTech Innovations, a mid-sized solar panel manufacturer, faces intense competition from Chinese firms offering cheaper products. Additionally, new EU carbon regulations threaten to increase production costs. The company must decide whether to pivot to battery storage technology, expand into emerging markets, or lobby for regulatory relief.

**Questions**

- a) What external factors (political, economic, technological) should GreenTech prioritize? (10 marks)
- b) How can GreenTech leverage its core competencies to gain a competitive advantage? (10 marks)
- c) Should the company diversify into battery storage? Justify your answer using the Ansoff Matrix. (20 marks)

**SECTION B. ANSWER 3 QUESTIONS FROM THIS SECTION. EACH QUESTION CARRIES EQUAL MARKS (20 MARKS)**

2. "Strategic management is not merely planning for the future; it is about shaping the future." Discuss this statement, explaining the nature of strategic management and its importance for organizational success in today's dynamic environment. Illustrate your answer with examples of how effective strategic management has enabled organizations to thrive.
3. "Strategic leadership is not simply about making decisions; it is about creating a culture that empowers others to contribute to the organization's success." Discuss this statement, explaining the role of strategic leadership in shaping and influencing organizational culture.
4. "Competitive intelligence is essential for gaining a competitive edge, but it must be gathered and used ethically." Discuss this statement, exploring the ethical

considerations related to competitive intelligence gathering and use. Provide examples of both ethical and unethical competitive intelligence practices.

5. "Not all resources are created equal." Discuss this statement in the context of the RBV. Explain how the VRIO framework helps to identify strategically valuable resources and differentiate them from those that merely provide competitive parity. Illustrate your answer with real-world examples.
6. Critically evaluate the argument that a "stuck in the middle" position is always detrimental to a company's performance. Under what circumstances might a company successfully pursue elements of both cost leadership and differentiation? What are the challenges of such a hybrid approach?

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