



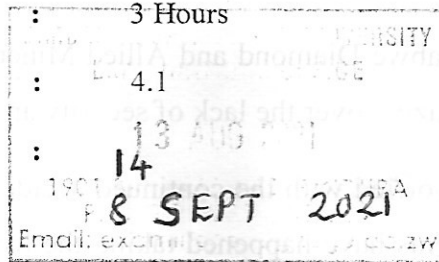
ZIMBABWE EZEKIEL GUTI UNIVERSITY

FACULTY OF BUSINESS, ECONOMICS AND ACCOUNTING

DEPARTMENT OF BUSINESS ADMINISTRATION AND MANAGEMENT

EXAMINATION PAPER

COURSE CODE : CBM401
COURSE TITLE : STRATEGIC MANAGEMENT
SPECIAL REQUIREMENTS : NONE
DURATION : 3 Hours
LEVEL : 4.1
DATE :



INSTRUCTIONS TO CANDIDATES:

1. No cell phones are allowed in the examination venue.
2. The paper comprises of **Part A** and **Part B**
3. Answer a total of **FOUR (4)** questions including **Part A (Question 1)** a **COMPULSORY** mini-case study question.
4. Begin each question on a new page.
5. The number of marks for each question or part question is shown in *brackets { }*

PART A (COMPULSORY)

Question 1

Read the following case study and answer the questions that follow.

MINE workers and Silobela MP have expressed concern over the continued deaths and accidents at Jena Mine, a gold mine in Silobela. In the past three months, two lives have been lost at the mine in the Midlands province. In an incident confirmed by the local legislator, Mthokhozisi Mpofu, a miner last week died following the collapse of a mine shaft he was working on. Several miners escaped with injuries on the day.

The death comes barely three months after the death of a miner in October this year after being choked by chemical fumes at the mine. The mine used to be owned by the Zimbabwe Mining Development Corporation (ZMDC), a government-owned company. However, the mine was recently purchased by business mogul Kuda Tagwirei.

“We have received the tragic death of a miner at Jena Mines following the collapse of a mine shaft,” Mpofu lamented. The lawmaker also expressed concern on the safety of workers at the mine.

Meanwhile, the Zimbabwe Diamond and Allied Minerals Workers’ Union (ZDAMWU) has also come out guns blazing over the lack of security and safety at the mine.

“We are very much worried with the continued accidents happening at Jena Mine. This year alone two fatal accidents have happened taking the lives of miners,” the ZDAMWU general secretary Justice Chinhema said.

“What’s sad is that families are left without a bread winner and no meaningful statements are coming from the mine on the causes of these fatalities and accidents. We demand that reports of these accidents be made public to clear the air. We are bound to speculate that something is being hidden from the workers on the causes of the accidents,” he said. The trade unionist demanded that Jena Mine compensates families of workers who have died.

- a) What challenges is Jena Mine experiencing from the case above? **[7 marks]**
- b) Explain how the trade unions and government officials may influence the behaviour of employees in Jena Mine. **[8 marks]**
- c) If you were consulted on the challenges facing Jena Mine, what strategic recommendations would you offer to the mine executives? **[10 marks]**

PART B (CHOOSE ONLY THREE QUESTIONS FROM THIS SECTION)

Question 2

- a) Justify why the writings by the following authors contribute towards the prescriptive approach to strategic management;
- i. Adam Smith [6 marks]
 - ii. Michael Porter [6 marks]
- b) Explain the importance of strategic management in terms of competitive advantage. [13 marks]

Question 3

- a) Value addition is an important concept in resources and capabilities analysis. Explain how the value added can be enhanced in a manufacturing company. [15 marks]
- b) Explain how the research and development investment for a high-tech company changes in the different stages of the industry life cycle. [10 marks]

Question 4

Critically discuss how cost leadership and differentiation strategies may help an organisation defend against Porters five forces of the industry. [25 marks]

Question 5

Discuss the strategy implementation process using an example of a company of your choice. [25 marks]

-THE END-