



**FACULTY OF MANAGEMENT
NOVEMBER EXAMINATION**

DEPARTMENT OF BUSINESS MANAGEMENT

MODULE : **STRATEGIC MANAGEMENT**
CODE : **BMB9X01**
DATE : **10 NOVEMBER 2014**
DURATION : **3 HOURS**
TIME : **12:30 – 15:30**
TOTAL MARKS : **150**

EXAMINER(S) : **DR ADRI DROTSKIE**

(EXTERNAL) MODERATOR(S): **PROF P VENTER**

NUMBER OF PAGES : **2**

INSTRUCTIONS TO CANDIDATES:

- Question papers must be handed in.
- This is an open book assessment.
- Read the questions carefully and answer only what is asked.
- Number your answers clearly.
- Write neatly and legibly
- Structure your answers by using appropriate headings and sub-headings.
- The general University of Johannesburg policies, procedures and rules pertaining to written assessments apply to this assessment.

With reference to the case study on Barclays Africa, received before the exam, please answer all the following questions.

QUESTION 1:

[20 MARKS]

As MCom student specialising in Strategic Management, give your view on "What is strategy?" What are the advantages and disadvantages of having a strategy orientation in an organization?

QUESTION 2:

[20 MARKS]

- 2.1 Critically evaluate the 2005 vision of Barclays Africa. Was it relevant and applicable at the time? (10)
- 2.2 Given the new external and internal environment reality, develop a new vision statement for Barclays Africa as an ideal future state in 2019. (10)

QUESTION 3:

[40 MARKS]

You are the Head of the Strategic Management Department of Barclays Africa. The management team requests you to facilitate a session with the executive committee to develop a core or grand strategy towards 2017 and strategic objectives for 2015/2016 which will give them a competitive advantage in their industry.

QUESTION 4:

[40 MARKS]

The future success of Barclays Africa is dependent on the effective execution of their strategy. Give the management of Barclays Africa advice on how to execute their strategy successfully.

QUESTION 5:

[30 MARKS]

Barclays Africa is opening a new representative office in Kenya in 2015. Assist them in developing a suitable global strategy. Include in the strategy which entry modes would be most suitable and why.

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