



**FACULTY OF MANAGEMENT
DEPARTMENT OF BUSINESS MANAGEMENT**

FINAL WRITTEN EXAM

SUBJECT:	STRATEGIC MANAGEMENT (HONOURS)
CODE:	STM8X09
DATE:	27 MAY 2016
TIME ALLOWED:	3 HOURS
TIME:	TBA
TOTAL MARKS:	150

ASSESSOR:	DR A MAKKA
MODERATOR:	MRS K STANDER
NUMBER OF PAGES:	3

INSTRUCTIONS:

1. This is an open-book assessment. Textbooks and notes are allowed in the examination venue. Electronic devices are not allowed in the venue.
 2. Question papers must be handed in together with your answer books.
 3. Read the questions carefully and answer only what is asked.
 4. Answer all the questions.
 5. Marks will not be allocated for listing and/or naming.
 6. Number your answers clearly.
 7. Write neatly and legibly on both sides of the paper in the answer book, starting on the first page.
 8. Structure your answers by using appropriate headings and subheadings.
 9. The general University of Johannesburg policies, procedures and rules pertaining to written assessments apply to this assessment.
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With reference to the case study on “Rhino Capture in Kruger National Park”, given to you before the exam (and on Blackboard), please answer all of the following questions:

QUESTION 1

[50 MARKS]

As a strategy consultant, you are requested to advise the Kruger National Park's executive management team on the following:

- 1.1 Develop a vision statement and a mission statement for the Kruger National Park.

(20 marks)

- 1.2 Suggest long term goals that the Kruger National Park can adopt from 2016 onwards.

(10 marks)

- 1.3 Identify ten driving forces that are specific to the tourism industry in South Africa.

(10 marks)

- 1.4 Develop six strategic objectives and four financial objectives for the Kruger National Park.

(10 marks)

QUESTION 2

[25 MARKS]

You work for the strategic management department of the Kruger National Park and you are requested to do an internal analysis of the organisation in order to understand their strengths, weaknesses, opportunities and threats.

Perform the internal analysis using a SWOT analysis methodology.

QUESTION 3

[25 MARKS]

Advise the Kruger National Park's executive team on the following:

- 3.1 Summarise the main ethical issues relating to Rhino capture in the Kruger National Park as per the case study.

(15 marks)

- 3.2 Discuss all the costs involved to the Kruger National Park regarding the capture and killing of Rhino (unethical behaviour).

(10 marks)

QUESTION 4

[50 MARKS]

The future success of the Kruger National Park is dependent on the effective execution of their strategy.

Give the management at the Kruger National Park advice on how to execute (implement) their strategy successfully.

Structure your answer using the following topics: leadership, organisational culture, organisational structure and resource allocation as drivers of strategy implementation.

END OF ASSESSMENT