



COLLEGE OF BUSINESS AND ECONOMICS
JOHANNESBURG BUSINESS SCHOOL
DEPARTMENT OF BUSINESS MANAGEMENT
FINAL SUPPLEMENTARY WRITTEN EXAM

SUBJECT:	STRATEGIC MANAGEMENT (HONOURS)
CODE:	STM8X09
DATE:	JULY 2018
TIME ALLOWED:	3 HOURS
TIME:	TBA
TOTAL MARKS:	150

ASSESSOR:	DR A MAKKA
MODERATOR:	MRS K STANDER
NUMBER OF PAGES:	2

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.
-

With reference to the case study on “**PepsiCo’s Diversification Strategy in 2015**”, on page 377 in your prescribed textbook and given to you before the exam, please answer all of the following questions:

QUESTION 1**(20 marks)**

Undertake a SWOT analysis for PepsiCo.

QUESTION 2**(40 marks)**

Evaluate how successful PepsiCo’s business model and strategy have been in terms of achieving **competitive advantage** by answering the following questions:

- 2.1 In terms of their **financial performance**, evaluate how successful PepsiCo’s strategy has been.

(20 marks)

- 2.2 How can PepsiCo **develop and sustain** competitive advantage in the beverage industry?

(20 marks)

QUESTION 3**(50 marks)**

- 3.1 Develop a strategic **vision and mission** statement for PepsiCo.

(20 marks)

- 3.2 Develop company **values** for PepsiCo.

(10 marks)

- 3.3 Advise PepsiCo as to what **driving forces** seem most likely to bring about major change to the beverage industry within three to five years. Motivate your answer.

(20 marks)

QUESTION 4**(40 marks)**

Using the **eight components of strategy execution**, advise PepsiCo as to how they can successfully implement their **diversification strategy**. Structure your answer using headings.

TOTAL: 150 MARKS**END OF ASSESSMENT**