



# **Master of Business Administration**

## **(MBA34Q)**

**2021**

**COMPETITIVE INTELLIGENCE ELECTIVE**

**Subject Level: NQF 09**

**Credits: 10 credits**

**Subject Code: COI9X01**

**Quarter 2 (2021)**

**Lecturer: Mzoxolo Gulwa**

## Final Assessment (50%)

### Format:

The final assessment will be in the form of an assignment in lieu of an exam. Students will compile their reports and submit them on Blackboard on or before the stipulated deadline. This assessment will be open book, meaning students will be allowed to access their notes and conduct research to support their answers.

### Requirement:

Each student is required to prepare a Microsoft Word/PDF report (12pt Arial font with 1.5. line spacing), based on the exam brief below. The recommended length of the report is 2000 - 3000 words, approximately 4-6 pages (excluding cover, contents page and reference list).

Each student is required to individually respond to the two sections below.

Note that is not necessary to use the same industry, home firm and competitor for both topics. **You are free to use industries and companies from outside the borders of South Africa.**

You are required to submit the assessment on Blackboard.

In terms of marking, we will mainly judge you on your quality of research, critical thinking, application of tools and frameworks and soundness of opinions/views.

**The brief:**

## **1. Threat Indicator Analysis (TIA)**

TIA can be used to evaluate and rank a potential competitive threat, enabling the home firm to allocate appropriate resources to monitor and respond to the identified threat(s).

Select an industry in SA or another country and identify a recently announced new entrant (this can be an organisation that recently entered the industry or is planning to enter the industry in the next 12 months).

- 1.1. Evaluate the threat (if any) to be posed by this new entrant on the home firm of your choice, using the TIA tool. (40 marks)
- 1.2. Discuss implications of your analysis for your home firm. (10 marks)
- 1.3. Provide 3 recommendations for the management team of the home firm (linked to the implications highlighted in 2.2.) in terms of what the home firm will need to do to deal with the new entrant. *Should your conclusion be that the new entrant will not be a threat, you are required to provide generic recommendations on what the home firm needs to do to protect its turf.* (10 marks)

**Marks: 60**

## **2. Key People Profiling**

Choose an executive appointment that was announced in the last 6 months – this can be either in the private sector or public sector. You are welcome to make assumptions based on the data and information you will source on this individual.

- 2.1. Write a profile on this executive, touching on their professional/career background, key relationships (can be in both private and public sector) and previous high-profile decisions. (20 marks)
- 2.2. Highlight what you perceive as their strong and weak points in relation to the job they are about to take in the organisation that has announced

their appointment (regard this organisation as a competitor to your home firm). (10 marks)

- 2.3. Based on the analysis above, what is your expectation in terms of the strategic direction this executive will lead, for the competitor? (10 marks)

**Marks: 40**

**TOTAL MARKS: 100**

### **Deadline**

Please upload your assignment to Blackboard for your module on or before **12:00 (midday) on Saturday, 8 May 2021**.

**Penalty for late submission:** As this is a final assessment, the penalty for late submission is 100%, i.e. a student will be marked zero for the exam equivalent, if they do not submit on time.

### **Please note:**

The date and place of the exam may change after the publication of this module study guide. In terms of University rules, it is the *sole responsibility* of the student to ensure that he/she determines the time and place for an exam which he/she is due to write.