

Course Code

CSM9X01

Course or topic name(s)
Paper Number and Title

COMPETITIVE STRATEGY

Examination/ to be held during
month(s) of

MARCH

Year of Study

2021

Degrees/Diplomas for which this course
is prescribed

MBA34Q

Faculty/ies presenting candidates

**JOHANNESBURG BUSINESS
SCHOOL- JBS**

Internal examiner(s) and telephone and
extension number(s)

MR MZOXOLO GULWA

076 306 7102

External Examiner

DR BADRI ZOLFAGHARI

Time Allowance

3.5 HOURS

Instructions to candidates:

INSTRUCTIONS

Answer **ALL** questions

Examination mark: 100%

Weighting: 50% of overall module

Instructions:

The examination consists of one case study. The questions are based on the case study, including the information contained in the appendices.

- All questions are compulsory.
- Read the questions carefully and answer only what is asked
- Number your answers clearly
- Type your assignment and submit on Microsoft format (using the template provided)
- There is no specific guideline on number of pages
- Structure your answers by using appropriate headings and sub-headings
- You will need to type up your exam and send through the file in Word and PDF format.
- Please ensure that you use the correct naming conventions for your document.
- Students must stop writing at 12:00 sharp and email the completed answer book to Currentmbas@jbs.ac.za no later than **12:15**.
- Since this is an exam equivalent assignment, late submissions will not be accepted.
- Please make sure that your laptops are fully charged for the exam window period.
- We advise students to be at a location that has reliable internet access to be able to email the completed answer book.
- Save your work as you go.
- Ensure that you time yourself not to lose track of time

Each question is assigned a mark, which together make up the 100 marks for the written examination, which represents 50% of the module mark.

The general University of Johannesburg policies, procedures and rules pertaining to written assessments apply to this assessment.

Good luck!

Please answer **ALL** questions based on the case study.

Case Study: Telkom: Experiencing growth during difficult and interesting times.

Please answer the following questions based on the case information below:

1. Construct strategy statements for the Telkom Group covering:
 - 1.1. Vision (3 marks)
 - 1.2. Objectives (craft three objectives) (6 marks)
 - 1.3. Advantages (craft three advantages) (6 marks)

2. What do you think are the greatest macro environmental threats for Telkom and what are the organisation's macro environmental opportunities, now and going into the future? Use an appropriate framework(s) and motivate. (15 marks)

3. Which of Michael Porter's Five Forces are creating problems for the wireless telecom industry? You can focus your analysis on the South Africa (SA) telecom industry (10 marks)

4. "The resources and capabilities of the firm should drive strategy; hence it is important to understand what these are and how best to exploit them".
 - 4.1. Identify Telkom Group's key resources (name two) and capabilities (name three) (5 marks)
 - 4.2. Use the appropriate framework to determine if the identified resources and capabilities are a source for competitive advantage for the Telkom Group. Motivate (10 marks)

5. What strategic options would you advise for Telkom to consider for the next 1-10 years? Use appropriate framework(s) in generating the options (30 marks)
6. Discuss how, as a corporate parent, the Telkom Group should add value to the BCX subsidiary business (5 marks)
7. What is the most appropriate generic strategy for Telkom to use in competing against the likes of Vodacom and MTN? Support your argument with appropriate framework(s) (10 marks)

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