



“Investing in Africa’s Future”

COLLEGE OF BUSINESS, PEACE, LEADERSHIP AND GOVERNANCE

NMPSM 521: STRATEGIC PLANNING AND MANAGEMENT

NMMS 511 : STRATEGIC MANAGEMENT

END OF SECOND SEMESTER EXAMINATIONS

NOVEMBER/DECEMBER 2022

LECTURER: DR STANISLAS BIGIRIMANA

DURATION: 3 HOURS

INSTRUCTIONS

**ANSWER THE FIRST QUESTION AND ONE QUESTION FROM EACH SECTION
EACH QUESTION CARRIES 20 MARKS**

SOUND ARGUMENT AND ILLUSTRATIONS WILL EARN YOU MARKS

QUESTION 1

Compare and contrast the normative and the descriptive approaches to strategy. (20)

SECTION B

QUESTION 2

According to Mintzberg, an organisation has six components and the relationship between these components lead to six coordination mechanisms. Using diagrams describe briefly these coordination mechanisms. (20)

QUESTION 3

According to Mintzberg, there are six strategic contexts and each context correspond to an organisational structure.

- (a) List all the contexts;
- (b) Explain one context of your choice in details with the organisational structure which is suitable for that context. (20)

SECTION C

QUESTION 4

Basing yourself on the presentation you made in class, explain in detail the strategy process in one organisation that you know. (20)

QUESTION 5

Explain the strategy suggested in ONE of the following texts: (20)

| No | Title | Author |
|----|--|---------------------------------|
| 1 | The Blue Ocean Strategy | Renée Mauborgne and W. Chan Kim |
| 2 | Who Moved my Cheese | Dr. Spencer Johnson |
| 3 | Losing my Virginity | Richard Bransons |
| 4 | The Fourth Industrial Revolution | Klaus Schwab |
| 5 | <i>My Vision: Challenges in the Race for Excellence</i> (2017) | Mohammed bin Rashid Al Maktoum |
| 6 | The Seven Habits of Habits of Highly Effective People | Stephen Covey |
| 7 | A Search for Excellence | Tom Peeters |
| 8 | The Power of Positive Thinking | Vincent Peale |
| 9 | It's Not How Good You. Its how Good You want to be | Paul Arden |
| 10 | A Passion for Excellence | Tom Peters |
| 11 | Thou Shall Prosper: Ten Commandments for Making Money | Rabbi Daniel Lapin |

SECTION D

QUESTION 6

Using the 2 S cube model assess the corporate culture of an organisation that you know. (20)

QUESTION 7

Using Hofstede's model assess the corporate culture of an organisation that you know. (20)

SECTION E

QUESTION 8

Assess the weaknesses of bureaucracy and suggest at least five alternative organisational structures (20)

QUESTION 9

Explain in detail, Mintzberg concept of a "missionary organisation". (20)

END OF PAPER