



"Investing in Africa's Future"

COLLEGE OF BUSINESS, PEACE, LEADERSHIP AND GOVERNANCE

NMPSM 521: STRATEGIC PLANNING AND MANAGEMENT

END OF SECOND SEMESTER EXAMINATIONS

APRIL 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**

SECTION A (COMPULSORY)

Question 1

Compare and contrast the normative and the descriptive approaches to strategy.

SECTION B

Question 2

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

Question 3

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

- (a) List all the contexts;
- (b) Explain one context of your choice with reference to a suitable organisational structure.

SECTION C

Question 4

Based on the presentation you made in class, explain in detail the strategy process in one organization.

Question 5

Explain the strategy suggested in ONE of the following texts:

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	My Vision: Challenges in the Race for Excellence (2017)	Mohammed bin Rashid Al Maktoum
6	The Seven 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 Are. 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

Question 7

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

SECTION E

Question 8

Assess the weaknesses of bureaucracy and suggest at least five alternative organisational structures.

Question 9

Explain in detail, Mintzberg concept of a 'missionary organization'.

END OF PAPER