



*“Investing in Africa’s future”*

**COLLEGE OF BUSINESS, PEACE, LEADERSHIP AND GOVERNANCE**

**COURSE CODE AND TITLE: MMS 511 STRATEGIC MANAGEMENT II**

**EMBA HARARE AND MUTARE**

**END OF SECOND SEMESTER EXAMINATIONS**

**NOVEMBER/DECEMBER 2019**

**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.

## 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.

## 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.

## 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.

## 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	<i>My Vision: Challenges in the Race for Excellence (2017)</i>	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

### **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 organisation".

**END OF PAPER**