



**AFRICA
UNIVERSITY**
A United Methodist-Related Institution

"Investing in Africa's Future"

**COLLEGE OF SOCIAL SCIENCES, THEOLOGY HUMANITIES
AND EDUCATION
DEPARTMENT OF EDUCATION**

**ELM 524, STRATEGIC PLANNING AND PARTICIPATORY ACTION
END OF SECOND SEMESTER EXAMINATIONS**

APRIL 2018

LECTURER: (Mrs. Tsitsi Kanonge)

DURATION: (3 Hours)

INSTRUCTIONS

There are 6 questions in this Question Paper, answer 4 questions.

Each question is worth 25 marks.

Exam Paper is worth 100 marks.



1. Discuss in detail the following phases of the Strategic Planning process;
 - a. The organisation's vision
 - b. The organisation's mission and objectives
 - c. Environmental scanning / Situational analysis
 - d. Strategy formulation
 - e. Strategy implementation
 - f. Evaluation of results (25 marks)
2. To what extent is the Boston Consulting Group (BCG) Matrix a relevant tool for Strategic Planning in Primary and Secondary Schools in Zimbabwe (25 marks).
3. With the aid of examples, clearly describe the 3 Generic Strategies as theorized by Michael Porter (25 marks).
4. Clearly highlight the focus of each of the following Corporate Strategies;
 - a. Stability Strategy
 - b. Growth Strategy
 - c. Retrenchment Strategy and
 - d. Combination Strategy (25 marks).
5. To what extent does Porter's Five Forces Model offer a Competitive Position Analysis within Primary and Secondary Schools? (25 marks).
6. Discuss the notion that Benchmarking is an essential activity for Primary and Secondary Schools in Zimbabwe (25 marks).

End.

