

## **Strategic Management of Project-based Organisations**

### **23CVP502**

Semester 2 2024

In-Person Exam Paper

This examination is to take place in-person at a central University venue under exam conditions. The standard length of time for this paper is **2 hours**.

You will not be able to leave the exam hall for the first 30 or final 15 minutes of your exam. Your invigilator will collect your exam paper when you have finished.

#### Help during the exam

Invigilators are not able to answer queries about the content of your exam paper. Instead, please make a note of your query in your answer script to be considered during the marking process.

If you feel unwell, please raise your hand so that an invigilator can assist you.

You may **not** use a calculator for this exam.

Answer **THREE** questions.

All questions carry equal marks.

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Q1. It is necessary for individuals driving the strategic planning and decisions of an organisation to fully understand the key strategic management terms and concepts.

- a) Explain the meaning of the terms 'Strategic Planning' and 'Planning' as they apply to business organisations.  
[8 marks]
- b) What is the difference between a ploy and a pattern? Explain by highlighting the intentions and actions that lead to these being viewed as strategies.  
[10 marks]
- c) Is a mission of an organisation always realised? Explain and describe five guidelines for strategically setting a successful mission for an organisation.  
[15 marks]

Q2. The survival of an organisation requires an effective marketing strategy to communicate its value to its target audience and market segment.

- a) Describe the role of strategic marketing and how value could be adequately communicated to customers.  
[8 marks]
- b) Define situational analysis and explain two of the frameworks that can inform it.  
[15 marks]
- c) Explain a bid from a legal perspective and discuss three influences that may undermine a good bid.  
[10 marks]

Q3. Achieving a competitive advantage in any sector is essential for the survival of organisations.

- a) Identify the key characteristics of a market.  
[3 marks]
- b) By making use of Porters model, discuss the four powers influencing competitive rivalry. Support your answer with one example for each of the four powers.  
[16 marks]
- c) Explain two internal competencies and two external competencies that influence an organisation's performance.  
[8 marks]
- d) Describe how can an organisation effectively position itself in the construction and engineering market.  
[6 marks]

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Q4. A variety of tools and analysis methods exist as frameworks to guide informed decisions in strategic management.

- a) Explain why the changeability of the external environment is critical and discuss its two characteristics that can influence organisations' strategic decision-making.  
[15 marks]
- b) Explain the intention behind Porter's model of competitive rivalry and discuss four criticisms of the model.  
[10 marks]
- c) Explain the role of financial analysis tools like FAME in analysing the financial stability of organisations and state three of its uses.  
[8 marks]

A Saad