UNIVERSITY OF KWAZULU-NATAL, PIETERMARITZBURG
SCHOOL OF MANAGEMENT, IT AND GOVERNANCE
BACHELOR OF BUSINESS ADMINISTRATION
MAIN EXAMINATIONS: JUNE 2014

COURSE: Business Administration Degree
MODULE: Business Management 312 (Corporate Strategy)
CODE: BBAP312

DURATION: THREE (3) HOURS
TOTAL MARKS (100)

Internal Examiner: Mr. N. Chiweshe

External Examiner: Dr. J. Govender

NB:
STUDENTS ARE REQUESTED IN THEIR OWN INTEREST TO WRITE LEGIBLY AND IN INK.

INSTRUCTIONS:

1. THIS EXAM CONSISTS OF 2 SECTIONS (A&B)

2. ANSWER ALL QUESTIONS IN SECTION A

3. IN SECTION ANSWER ANY TWO (2) QUESTIONS

4. ENSURE THAT YOUR STUDENT NUMBER APPEARS ON EACH ANSWER BOOK/SHEET IN THE SPACE PROVIDED

ALL EXAMINATION QUESTION PAPERS ARE TO BE HANDED IN WITH THE ANSWER BOOK(S)

THIS EXAMINATION PAPER CONSISTS OF 4 PAGES (INCLUDING THIS COVER PAGE). PLEASE ENSURE THAT YOU HAVE ALL OF THEM.
SECTION A

1) At some stage Brett Kebble was the CEO of two companies JCI and Western Areas Limited (WAL) and a non-executive chairperson of Randgold & Exploration of which his father Roger was the CEO. Kebble later became CEO of R&E.

a) In terms of the King 11 (2002) report, what would be the implications for Governance at this time? Focus on the role of the Board and the CEO and the role of the non-executive chairperson. [25]

b) Now with the King 111 (2010) report what would the implications for Governance be? Focus on the role of the Board and the CEO and the role of the non-executive chairperson. [25]

SECTION B

2) For an identified industry of your choice, discuss the strategies for competing in stagnant or declining industries. [25]

3) For an identified industry of your choice, discuss the competitive pressures stemming from supplier bargaining power and supplier sell collaboration. [25]

4) For an organisation of your choice, discuss the perspectives of the balanced scorecard. [25]