

Tutorial Letter 101/3/2020

Strategic Planning

MNG3701

Semesters 1 and 2

Department of Business Management

IMPORTANT INFORMATION

Please register on myUnisa, activate your myLife e-mail addresses and regularly visit the myUnisa module website, MNG3701-2020-S1/S2, as well as your group website.

Note: This is a blended module and therefore it is available on myUnisa. However, to support you in your learning process, you will also receive some study material in printed format.

BARCODE

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1 INTRODUCTION

Dear Student

A warm welcome to the exciting field of Strategic Planning (MNG3701). Whether this year marks the end of your undergraduate studies or you are still working towards your final qualification, we wish you well, and encourage you to keep up the good work you have been doing up to now.

MNG3701 will provide you with an introduction to Strategic Planning, which is a vital component of Strategic Management. As you may be aware, the contemporary business environment is characterised by unpredictable change and complexity, and as a result, having a competitive advantage in the globalised world of today is no guarantee of success tomorrow. In this module you will learn the art of strategic planning in a complex business environment. As such, you will be referred to strategy formulation in individual organisations in both the private and public sectors. We hope that you will gain valuable theoretical knowledge and have the opportunity to apply strategic management concepts in real business contexts.

As this is a third-year module, we will incorporate contemporary strategic management content by using the latest resources in your study material. In addition, you will be introduced to case studies in your formative assessments (assignments) and the same will apply with your summative assessment (examination).

It is important to note that Strategic Management consists of two modules: Strategic Planning (MNG3701) and Strategy Implementation and Control (MNG3702). This module, MNG3701, precedes MNG3702, which means that MNG3702 builds on this module. Strategic Planning focuses on all the issues involved in strategy formulation; on the other hand, Strategy Implementation and Control involves the execution of the strategic plan, as well as effective strategy evaluation and control.

This tutorial letter is the first tutorial letter for MNG3701 and its primary objective is to do the following:

- Introduce you to the concepts of strategy, strategic management and strategic planning.
- Introduce you to the learning outcomes as outlined in section 2.2, that you need to master by the end of the semester.
- Provide information on the programme and our approach to this module.

- Provide information on the requisite learning materials and tutorial matter.
- Inform you about your lecturers and their contact information.
- List the compulsory assignments that have to be submitted during the semester, as well as the self-assessment assignments that you have to attempt on your own.

Throughout the course of the semester you will receive a number of tutorial letters. Some tutorial letters will contain model answers, which provide feedback on the assignments, improvement areas that you need to consider and information on how to communicate with the University.

Remember, **before you schedule a meeting or pick up the telephone**, first consult **this tutorial letter (TL101)**. You may be pleasantly surprised to find that this resource will contain the answer you are looking for. Should you still have a query, you are most welcome to contact us for assistance. Most importantly, should you have any academic queries, do not hesitate to contact us or your e-tutors and we will work together to clarify your understanding of MNG3701.

Since this is a blended module comprising both printed and online materials, it will be beneficial for you to use myUnisa to study and complete the learning activities for this module. You also need to visit the myUnisa websites for MNG3701 regularly. Depending on your registration period, the websites for your module are MNG3701-20-S1 or MNG3701-20-S2, for the first and second semesters, respectively.

1.1 Getting started ...

Owing to the nature of this module, you can read about the module and find your study material online. Go to <https://my.unisa.ac.za> and log in with your student number and password. You will see [MNG3701-20-S1/S2] in the row of modules displayed in the orange blocks at the top of the webpage. Select the **More** tab if you cannot find the module you require in the orange blocks. Then click on the module you want to open.

You will receive this tutorial letter and a printed copy of the online study material for your module. While the printed material may appear different from the online study material, it is the same.

We wish you much success in your studies!

2 OVERVIEW OF MNG3701

2.1 Purpose

After you have completed this module successfully, you will be able to conceptualise and explain relevant components of strategic planning as part of the strategic management process. You will be able to evaluate the strategic direction of an organisation and recommend suitable business-level strategies based on a thorough environmental analysis.

This module focuses on strategic planning in a complex, volatile and increasingly competitive business environment. As such, you will be referred to strategy formulation in single business organisations in both the private and public sectors.

2.2 Outcomes

For this module, you will have to master several outcomes:

SPECIFIC OUTCOME 1: APPLY RELEVANT BUSINESS MANAGEMENT CONCEPTS TO STRATEGIC MANAGEMENT.

Assessment criteria

1. Explain the purpose and desired outcomes of a business organisation.
2. Differentiate between the concepts of competitive advantage, sustainable competitive advantage and transient competitive advantage.
3. Distinguish between the different levels on which managers in organisations operate.
4. Discuss the different stakeholders who have an impact on the organisation with specific reference to their expectations of the organisation.

SPECIFIC OUTCOME 2: CONCEPTUALISE STRATEGIC MANAGEMENT WITHIN A BROADER BUSINESS MANAGEMENT DISCIPLINE.

Assessment criteria

1. Explain what strategic management is, with specific reference to the components of the strategic management process.
2. Explain the role of strategic management in realising the desired outcomes of the organisation.

3. Distinguish between the different levels of strategy in an organisation.
4. Critically compare the process perspective on strategic management with the strategy-as-practice perspective.
5. Explain the meaning of strategic success.

SPECIFIC OUTCOME 3: EVALUATE A STRATEGIC DIRECTION PLAN FOR AN ORGANISATION IN TERMS OF ITS VISION, MISSION AND GOALS.

Assessment criteria

1. Explain the role of strategic direction in strategic management.
2. Identify and explain the components of strategic direction setting.
3. Distinguish between a vision statement and a mission statement.
4. Appraise the vision and mission statements of an organisation to determine if it is well formulated.
5. Explain the characteristics of well-formulated strategic goals.
6. Appraise the strategic goals of an organisation to determine whether they demonstrate the characteristics of well-formulated strategic goals.

SPECIFIC OUTCOME 4: CONDUCT AN ENVIRONMENTAL ANALYSIS IN RELATION TO THE STRATEGIC DIRECTION OF THE ORGANISATION.

Assessment criteria

1. Explain the purpose of environmental analysis in strategic management.
2. Explain the different environments in which business organisations operate.
3. Use a suitable model to analyse the macro-environment, task-environment (industry), and internal environment of a business organisation and recommend strategic actions that the organisation can take to reach its strategic objectives.
4. Discuss the challenges that business organisations face when doing business in Africa and recommend actions that they can take to overcome these challenges.

SPECIFIC OUTCOME 5: RECOMMEND A SUITABLE BUSINESS-LEVEL STRATEGY FOR A BUSINESS ORGANISATION BASED ON A GIVEN SCENARIO.

Assessment criteria

1. Differentiate between the different business-level strategies that business organisations can use to achieve their strategic goals.
2. Critically evaluate the business-level strategic choice of a specific business organisation.

3 LECTURERS AND CONTACT DETAILS

3.1 Lecturers

Lecturers are there to support you for any module- or content-related queries. You are more than welcome to contact us via e-mail or telephone. Our contact details are as follows:

Primary lecturer

Ms Melba Mawila
 AJH van der Walt Building
 Room 4-20
 Pretoria Campus
 Telephone: +27 12 429 4198
 E-mail: mawilmh@unisa.ac.za

Graduate fellow

Ms Khanyile Mamatu
 AJH van der Walt Building
 Room 4-74
 Pretoria Campus
 Telephone: +27 12 429 4133
 E-mail: mamatke@unisa.ac.za

Secondary lecturer

Mr Rabelani Tharaga
 AJH van der Walt Building
 Room 4-78
 Pretoria Campus
 Telephone: +27 12 429 8837
 E-mail: tharar@unisa.ac.za

It is important to note that module- or content-related queries are of an **academic** nature and should be directed to your e-tutor first; if you do not get the desired outcome, you may contact one of us. Typically, these queries may include questions about the **content of assignments**, difficult concepts that you struggle to grasp, examination questions discussion and general information regarding the syllabus of the module. Please have your study material at hand when you contact us. All queries sent via e-mail must include your student number and the module code (MNG3701) in the subject line.

Administrative queries, such as questions about examination timetables and assignment marks should be addressed to the relevant administrative section. Consult the brochure, *Study @ Unisa*, in this regard. Always have your student number at hand when you call the University.

PLEASE NOTE

ASSIGNMENTS ARE ADMINISTERED BY THE ASSIGNMENTS DEPARTMENT; therefore letters to us may not be enclosed with or inserted in assignments.

*Please **do not send assignments directly to us**. We cannot accept them and therefore they will not be marked.*

3.2 Lecturers' availability

The lecturers for this module will be available to take phone calls on academic matters and/or to attend to students who may prefer to visit personally for academic engagement. However, these meetings take place on an appointment basis, so please make an appointment with the lecturer should you have a need for a face-to-face meeting.

3.3 Department

You can contact the Department of Business Management at +27 12 429 4220 or busman@unisa.ac.za.

3.4 University

To contact the University, follow the instructions in the brochure *Study @ Unisa*. Remember to have your student number available whenever you contact the University.

Here is a quick reference guide to the contact details of various administrative departments that students contact often and to which your queries should be addressed.

DIRECTORATE/ BUSINESS UNIT	DESCRIPTION OF ENQUIRY	E-MAIL ADDRESS
Student Admissions and Registrations	Applications and registrations	Study-info@unisa.ac.za
Student Assessment Administration	Assignments and examination	For assignment queries: Assign@unisa.ac.za For examination queries: Exams@unisa.ac.za
Despatch	Study material	despatch@unisa.ac.za
Finance	Student accounts	finan@unisa.ac.za
ICT (myUnisa and myLife)	myUnisa myLife e-mail	MyUnisaHelp@unisa.ac.za MyLifeHelp@unisa.ac.za

4 RESOURCES

4.1 Joining myUnisa

If you have access to the internet, you can quickly access resources and information at the University. The myUnisa learning management system is the University's online campus that will help you to communicate with your lecturers, with other students and with the administrative departments at Unisa.

You can start at the main Unisa website (<http://www.unisa.ac.za>) and then click on the myUnisa orange block. This will take you to the myUnisa website. To go to the myUnisa website directly, visit <https://my.unisa.ac.za>. Click on the **Claim UNISA Login** on the top of the screen on the myUnisa website. You will then be prompted to give your student number to claim your initial myUnisa details as well as your myLife e-mail login details.

For more information on myUnisa, consult the brochure *Study @ Unisa*, which you received with your study material.

4.2 Prescribed book

Assignments and examinations are based on the prescribed textbook. You will not be able to complete the assignments or study for the examination without the following prescribed textbook:

Venter, P & Botha, T (eds). 2019. *Practising strategy – a southern African context*. 2nd ed. Cape Town: Juta. ISBN 9781485125150

4.3 Other resources – printed support material

Because we want you to be successful in this blended module, we provide you with some of the study material in printed format. This will allow you to read the study material even if you are not online.

The printed study material will be sent to you at the beginning of the semester, but you do not have to wait for it before you start studying – you can go online as soon as you have registered and find all your study material there. The material we will send you is an **offline** copy of the formal content for the online part of the module.

4.4 Electronic reserves (online tutoring)

As additional support, please note that online tutorials (e-tutorials) will be made available to you. Online tutorials are conducted by qualified e-tutors who are appointed by Unisa, and the service is free of charge. All you need to participate in e-tutoring is a computer with an internet connection.

Once your registration has been completed, you will be allocated to a group of students with whom you can interact during the tuition period. You will also be allocated an e-tutor who will be your tutorial facilitator. Thereafter, you will receive an SMS or e-mail informing you about your group, the name of your e-tutor and instructions on how to log on to myUnisa to receive further information on the e-tutoring process.

4.5 Face-to-face tutors

Face-to-face tutorial sessions will be offered at the Unisa regional centres. Although these tutorials are offered free of charge, you are required to register at your nearest Unisa Regional Centre to confirm your attendance of these classes.

4.6 Library services and resource information

For brief information about the library, go to www.unisa.ac.za/brochures/studies and for detailed information, go to the Unisa website at <http://www.unisa.ac.za/> and click on Library.

For research support and services of personal librarians, go to <http://www.unisa.ac.za/Default.asp?Cmd=ViewContent&ContentID=7102>.

The Library has compiled numerous guides to assist you with your studies. We recommend that you use the following:

- To find recommended reading in the print collection and e-reserves, go to <http://libguides.unisa.ac.za/request/undergrad>.
- To request material, go to <http://libguides.unisa.ac.za/request/request>.
- For postgraduate information services, go to <http://libguides.unisa.ac.za/request/postgrad>.
- To find, obtain and use library resources and tools to assist in research, go to http://libguides.unisa.ac.za/Research_Skills.
- To contact the Library, find us on social media and frequently asked questions, go to <http://libguides.unisa.ac.za/ask>.

5 HOW TO STUDY ONLINE

5.1 What does it mean to study a blended module?

Studying a blended module might differ completely from studying some of your other modules at Unisa.

- ***All your study material and learning activities for blended and fully online modules are designed to be delivered online on myUnisa.*** Although we supply blended modules with printed material as well, the module is designed to be delivered online.
- ***All of the communication between you and the University happens online.*** Lecturers will communicate to you by e-mail, SMS and the **Announcements**, the **Discussion Forums** and

the **Questions and Answers** tools. You can also use these ways to ask questions and contact your lecturers.

5.2 The myUnisa tools you will use

It is very important that you log in to myUnisa regularly. We recommend that you log in at least once a week to do the following:

- **Check for new announcements.** You can set your myLife e-mail account to receive the announcement e-mails on your cellphone.
- **Do the Discussion Forum activities.** When you do the activities for each learning unit, we want you to share your answers with the other students in your group. You can read the instructions and even prepare your answers offline, but you will need to go online to post your messages.
- **Do other online activities.** For some of the learning unit activities you might need to post something on the **Blog tool**, take a quiz or complete a survey under the **Self-Assessment** tool. Do not skip these activities because they will help you complete the assignments and the activities for the module.

We hope that by giving you extra ways to study the material and practise all of the activities, this system will help you to succeed in the blended module. To get the most out of the blended module you **MUST** go online regularly to complete the activities and assignments on time.

6 MODULE-SPECIFIC APPROACH

You will find our approach in this module different from the approaches followed in most – if not all – of your other modules, with the exception of MNG3702. In this module, you will take charge of your progress. This means that you are responsible for mastering the outcomes, and you will, therefore, have to adhere to a strict study schedule. We will give you all the support that we possibly can, but ultimately it will be up to you to decide how you are going to master the required knowledge, skills and values in the relevant context.

You are probably used to memorising facts from a prescribed textbook and reproducing them in the examination to pass a module. However, this module, MNG3701, is **not** about memorising facts. It is about mastering certain outcomes and learning how to implement them in organisations. It is about going out into the world and appreciating the many sources from which you can draw to find answers to your questions – including your own experiences. It is about asking questions, and it is a wonderful way of discovering more about the real business world.

To achieve the outcomes for this module, you will have to plan your learning experience strategically. When planning your learning experience, remember that your examination preparation starts today. Consider each activity in the lessons as a potential examination question. This should be good news to you, because it means that you will not have to put yourself through the torment of doing a crash course a week before the examination starts. Please ensure that you devote quality time to each activity, reflect on the issues raised, ask questions, find answers, question the questions and question the answers.

7 ASSESSMENT

7.1 Assessment plan

The aim of the assignments is to encourage you to study the prescribed textbook, study guide, and to read and re-read certain sections in them, and to think about the tutorial matter in terms of its practical application. With these remarks in mind, the assignment questions may sometimes be difficult, and some may even seem ambiguous. The idea is **not** to trick you or catch you out, but to encourage you to think critically about strategic planning.

The assessment plan for this module comprises the following:

- **Formative assessment** – takes place through the compulsory Assignments 01 and 02 that you are required to submit. Feedback on Assignments 01 and 02 will be provided in Tutorial Letters 201 and 202, respectively. The assessment criteria for assignments appear after the assignment questions, these are very important as they indicate how you will be assessed.
- **Summative assessment** – comprises a two-hour written, closed-book examination in which you will be assessed on the relevant theory as well as practical applications within the context of the syllabus and learning outcomes.

7.2 Assignments

Assignments are regarded as part of the learning material for this module. The University has a policy of **compulsory assignments** in all modules for 2020. Make sure that you submit both assignments to obtain a good year mark. **If you do not submit Assignment 01 you will not be admitted to the examination**, regardless of whether or not you have submitted Assignment 02.

The assignments for the year appear in Addendum A, B, C and D of this tutorial letter. **Please note that the assignments for the first semester differ from those for the second semester.** It is your responsibility to ensure that you submit the correct assignment for your semester of enrolment. If you submit an assignment for the wrong semester of enrolment, it will not be marked and you will not be awarded any marks for it.

7.3 Unique assignment numbers

Unique assignments must appear on the cover page of your assignment. This number identifies the assignment should it be necessary to track the assignment.

7.4 Due dates for assignments

Below is the breakdown of the formal assignments that have to be submitted together with their unique assignment numbers and due dates.

Assignment number	FIRST SEMESTER (ADDENDUM A AND B) (Only for those students who are enrolled for the January to June semester period.)	
	Due date	Unique number
01	27 March 2020	782829
02	24 April 2020	722068

Assignment number	SECOND SEMESTER (ADDENDUM C AND D) (Only for those students who are enrolled for the July to December semester period.)	
	Due date	Unique number
01	14 August 2020	860467
02	18 September 2020	714041

IT IS YOUR RESPONSIBILITY to ensure that your assignments are submitted on time. **No extension** will be granted even if you had registered late and have not received your study material on time. **All the study material except for the textbook is available on myUnisa from the beginning of the semester and can be obtained online.**

7.5 Submission of assignments

Assignments can be submitted in two ways – either by post or electronically via myUnisa. Bear in mind that assignments may not be submitted by fax or e-mail. For detailed information on and the requirements for assignments, see *Study @ Unisa*.

Students are urged to submit assignments electronically rather than by post. Posting assignments pose the risk that the assignments can get lost or arrive very late. This means that you will receive your marks for the assignment much later than those students who submitted electronically. As soon as an electronic assignment has been marked, it is immediately sent back to the student.

Postal assignments should be addressed to:

Assignment Section

PO Box 392

Unisa

0003

To submit assignments via myUnisa:

- Go to www.unisa.ac.za.
- Go to myUnisa.
- Log in with your student number and password.
- Select the programme and the module.
- Click on 'Assignments'.
- Click on 'Submit Assignments'.
- Follow the instructions.

7.6 Assignment guidelines

7.6.1 Plagiarism

Plagiarism is the act of taking the words, ideas and thoughts of others and passing them off as your own. It is a form of theft and involves a number of dishonest activities. Examples of plagiarism include copying verbatim from the prescribed textbook or any other source, or copying from fellow students and passing off their work as your own work.

All students receive the *Disciplinary Code for Students (2004)* when they register. You are advised to study the Code, especially sections 2.1.13 and 2.1.14 (2004:3–4). Kindly read the University's *Policy on Copyright Infringement and Plagiarism* as well.

Note: Although students may work together when preparing assignments, each student must write and submit his or her own individual assignment. In other words, you must submit your own ideas in your own words, sometimes interspersed with relevant short quotations that are properly referenced. It is unacceptable for students to submit identical assignments on the basis that they worked together. That is copying (a form of plagiarism), and none of these assignments will be marked. Furthermore, you may be penalised or subjected to disciplinary proceedings by the University.

7.6.2 Technical requirements

Here are some guidelines that may assist you with written assignments:

- Always provide a **heading** for your assignment and a **table of contents** on the first page.
- Use **headings and subheadings** and **number** them.
- Start your answer with an **introduction**, briefly explaining your approach and the contents of the answer. You should have only **one** introduction and **one** conclusion for the entire assignment.
- Include a conclusion to indicate your own perspectives and new insights, based on the information in your assignment. You can also make recommendations. Conclude your assignment with a short **summary** in which you repeat the main points of your discussion and draw a conclusion.
- Use text **references** correctly.
- Use the **Harvard Referencing Method** in your assignments to refer to sources you have consulted. If you do not include in-text references and a bibliography, you will be guilty of plagiarism.
- Include a **bibliography** at the end of your assignment. A bibliography is an alphabetical list of all the references (books, articles, journals, internet sources, etc) cited in your assignment. The bibliography must be compiled according to the Harvard Referencing Method. You will be penalised in the assignments if you do not include a bibliography.
- When you use the internet, you need to provide the details of the websites. In the bibliography, indicate the name of the author (if available), the full name of the website, the web address and the date on which you have accessed the site. The date is important because information on the internet changes continuously.
- Your work should be of a high technical standard.
- The page limit is a maximum of ten pages (2 500 words, 12 point font size, 1.5 line spacing) for each assignment. This excludes the cover page, table of contents and bibliography.

- The cover page of your assignment must clearly indicate your student number, the module code, the assignment number and the unique assignment number.
- The way in which you present your assignments clearly reflects your character. Do not submit untidy and badly presented assignments. Be proud of the work you present.
- Assignments should be typed if at all possible. If you cannot type your assignment, you must ensure that your handwriting is legible.
- The presentation of the assignment and adherence to the format requirements will contribute five marks towards your assignment mark.
- The body of an assignment is composed of a discussion under several headings and subheadings. These headings should relate to the question numbers. Each of these headings is numbered, as indicated in the following table.

HEADING

TABLE OF CONTENTS

1 INTRODUCTION

2 SELECT AN APPROPRIATE HEADING (question 1)

2.1 Subheading (an aspect of the topic mentioned in the heading)

2.2 Subheading (another aspect)

2.3 Subheading (another aspect)

3 SELECT AN APPROPRIATE HEADING (question 2)

3.1 Subheading (aspect of the topic in 3)

3.2 Subheading (aspect of the topic in 3)

4 SELECT ANOTHER APPROPRIATE HEADING (question 3)

(Continue in this way until the topic has been fully discussed.)

5 SUMMARY/CONCLUSION

6 BIBLIOGRAPHY

7.6.3 The body of your assignment

- Your answers should reflect your ability to approach a problem in a structured, analytical way. Apply the theories and concepts of strategic management in a coherent way to the assignment problem.
- Discussions of theory should be concise and to the point: use words economically – in other words, say as much as possible, but as concisely as possible.
- Develop a style of writing in which sentences and paragraphs logically follow one another.
- Arguments should follow a logical pattern and be substantiated with suitable references or facts. Conclusions should not be based on intuition. Vague generalisations and half-truths should be avoided in your assignments.
- Note that the assignment questions will **not** require you to merely **rewrite** the material in the prescribed textbook. In all cases you will be required to show your insight into the topic. Make sure you understand the **questions** in the assignment. If you copy from the prescribed textbook or any other sources without referencing it, you could be penalised.
- Arranging your thoughts in such a way that the points follow one another logically is an art. Make sure that what you have to say under a specific heading relates to the subject of that heading.

IMPORTANT

Please ensure that your assignments reach us on or before the due date. Do not e-mail your assignments to your lecturer. Do not telephone the lecturer with requests to be admitted to the examination if you have not submitted the assignment or if you submitted it later than the due date. NO excuses will be accepted.

You will receive feedback on Assignments 01 and 02 in Tutorial Letters 201 and 202, respectively.

REMEMBER to keep a copy of your assignment before you submit the original.

7.6.4 Comments and feedback on assignments

All assignments are marked and constructive and ample feedback is provided. Note that **you need to submit the compulsory assignments and not the self-assessment questions**. Feedback on Assignments 01 and 02 will be provided in Tutorial Letters 201 and 202, respectively.

As soon as you receive the comments, please check your answers. The assignments and the comments on them are a vital part of your learning and should help you to be better prepared for the next assignment and the examination.

7.6.5 The assessment process

This module has been structured in such a way that you will be able to continuously assess your own progress and mastery of all the stated outcomes. To assess your mastery of the outcomes, you will obviously have to complete the two assignments. Once you have done this, we will give you feedback through marker comments and the attached rubric (scoring sheet) for each of your assignments for the compulsory questions.

Note: At this early stage of your learning experience, we need to sound a warning. Not doing the assignments and simply memorising the contents of the textbook or the answers provided in Tutorial Letters 201 and 202 could mean that you will fail the examination.

Summative assessment (examination) takes place during the May/June (semester 1) and October/November (semester 2) examination periods. The purpose of assessment is to evaluate your mastery of all the stated outcomes.

7.6.6 Other assessment methods

There are no other assessment methods for this module except for the self-assessment questions that follow after each assignment, which you have to attempt on your own or with assistance and guidance of your allocated e-tutor.

7.7 The examination

7.7.1 Semester mark and the examination

Your final mark for this module will be calculated as follows:

- The semester mark (the average of the two assignment marks) will contribute **20%** to your final mark for the module, while your examination mark will contribute **80%**.
- Irrespective of the semester mark that you receive, you must obtain a subminimum of 40% in the examination. **You will therefore not pass the module if your examination mark is less than 40%.**

Example 1

If you receive an assignment mark of 40% for Assignment 01 and 60% for Assignment 02, your average assignment mark (semester mark) is 50%. This mark is multiplied by 20%. Your assignments therefore contribute 10% towards your final mark for the module.

If you obtain 35 out of a possible 70 marks in the examination (50%), this percentage is multiplied by 80%. Your exam mark therefore contributes 40% to your final mark for the module. The assignment (semester) mark and the examination mark are then added together (10% + 40%) to give a final mark of 50% for the module.

Example 2

If you receive an assignment mark of 60% for Assignment 01 and 80% for Assignment 02, the average for the two assignments is 70%. This is multiplied by 20%. Your assignments therefore contribute 14% to your final mark. If you then obtain 44 out of 70 marks (or 63%) in the examination, this figure is multiplied by 80%. Your exam will therefore contribute 50,2% to your final mark. The two results are then added to give you a final mark of 64% (14% + 50,2%) for the module.

7.7.2 Format of the examination

The format of the examination paper is as follows:

Duration: 2 hours

Marks: 70

Type of questions: A brief case study and compulsory paragraph-type questions.

Previous examination papers are available on myUnisa under **Official Study Material**. We advise you, however, not to use previous examination papers as your preparation for the examination. Rather use them as revision exercises or just to check the format of the examination and what to expect in terms of how questions are formulated and structured. Examination papers change from year to year. You may, however, accept that the type of questions asked in the examination will be similar to those asked in the assignments.

Note that the memorandums for previous examinations are not available to students. Please do not contact us with requests for model answers.

8 ALTERNATIVE ASSESSMENT: STUDENTS WHO QUALIFY FOR THE FINAL-YEAR (FI) CONCESSION

The *Study @ Unisa* brochure contains important information on the FI concession procedure to assist those students who still require one or two modules to obtain their degree. All students who qualify for the final-year (FI) concession will receive an SMS/e-mail to this effect from the Student Assessment Administration. For this module, FI students have the option to be referred to the next formal examination opportunity or to engage in an alternative method of assessment. The alternative method of assessment will be determined by the lecturers concerned. More information on the alternative method of assessment will be communicated directly to the qualifying students. Alternative methods of assessment are subject to stringent academic rules and processes and should not be considered an easier option. Failure to achieve the learning outcomes for the module through the alternative method of assessment will result in a student failing and having to re-register for the module concerned.

9 CONCLUSION

Do not hesitate to contact us by e-mail if you are experiencing problems with the content of this tutorial letter or with any academic aspect of the module.

We wish you a fascinating and satisfying journey through the learning material and trust that you will complete the module successfully.

Enjoy the journey!

Good luck with your studies!

Kind regards

MNG3701 Lecturers

ADDENDUM A: COMPULSORY ASSIGNMENT 01 FOR SEMESTER 1 2020**DUE DATE: 27 March 2020****UNIQUE NUMBER: 782829**

Assignment 01 assesses the outcomes in **lessons 1, 2, 3 and 4**.

1. ASSIGNMENT 01 SEMESTER 1**Question 1: Case study/ essay****(Total Marks: 50)**

Takealot.com case study links:

<https://www.takealot.com/about/who-we-are>

<https://www.takealot.com/about/our-charity/>

<https://www.takealot.com/about/our-journey>

<https://www.businessnewsdaily.com/9836-future-of-retail.html>

<https://www.takealot.com/company-news/kalahari-merges-with-takealot-com>

<https://mybroadband.co.za/news/business/207408-the-battle-to-take-on-takealot.html>

<https://www.moneyweb.co.za/news/companies-and-deals/takealots-ingenious-move/>

Instructions

Use the links to conduct an internet search on Takealot.com and answer the questions that follow in an essay format of 2 500 to 3 000 words (maximum of 10 pages).

1. Begin the essay with an introduction.
2. Each question should be answered in a separate paragraph with a clear heading/sub-heading.
3. When answering the question, begin by discussing the theory from the book and other sources then apply to the case given.
4. Reference your work properly.
5. End your essay with a conclusion.
6. This question should therefore consist of an introduction, body and conclusion.

Note: *You will have to conduct additional research when answering these questions.*

- 1.1** To make a profit in the online retail industry, Takealot.com has to possess something that makes it better than its competitors. Your textbook describes competitive advantage as "what makes you better than anyone else". (10)

Discuss the concept of competitive advantage.

- a) Your discussion should differentiate between 'competitive advantage', 'sustainable competitive advantage' and 'transient competitive advantage'.
- b) Indicate whether Takealot.com has a 'sustainable competitive advantage' or 'transient competitive' and give reasons for your answer.

- 1.2** In large multi-business organisations, strategic management and decision making takes place at different levels. (10)

Use examples related to Takealot.com to differentiate between corporate-level and business-level strategies.

Follow the links and use them to provide examples to substantiate your answer.

- 1.3** Takealot.com was initiated with the following vision in mind: "To be the largest, simplest, most customer-centric online shopping destination in Africa". (10)

- a) Critically evaluate this vision to determine whether it meets the requirements of a good vision statement.
- b) Provide recommendations on how this vision statement can be improved.

- 1.4** One of Takealot.com's primary goals is to be profitable. Since its inception, it (15)
has not necessarily achieved this. As a result, its management has
approached you to help analyse the profitability of the online retail industry.

Use a suitable model to analyse the online retail industry in which
Takealot.com operates.

*Hint: For this analysis, you will either use PESTEL(G) or Porter's five forces (you need to
know which one is suitable). Begin the analysis by explaining which of the two is suitable and
why, then apply the theory.*

Assessment of Question 1

You will be assessed according to the following:

Criteria	Points for consideration	Marks
Content	<ul style="list-style-type: none"> ○ Discussion of theory covers all main points of the topic. ○ Application of theory to the case is clear and well-focused, and supported by sufficient and detailed information/ examples from the case and other sources. ○ Application to the case is relevant and presented in a logical order. ○ Application shows excellent understanding of theory. 	45
Technical requirements and organisation of content	<ul style="list-style-type: none"> ○ The introduction is inviting, states the main topics and provides an overview of the essay, it links well to the essay. ○ Headings/sub-headings are used and discussion is relevant. ○ Sources are acknowledged/correct referencing technique is used. ○ A strong conclusion summing up the discussion. 	5
Total		50

SELF-ASSESSMENT QUESTIONS

Complete these questions to ensure that you understand the content covered in this module. It is also a good idea to discuss them with other students on the **Discussion Forum** of your e-tutor website. This will provide you with valuable support from your fellow students and your e-tutor.

Question 1

Distinguish between intended, deliberate, emergent and realised strategies.

Question 2

Explain the strategic importance of analysing the external environment and critically discuss the various methods for external environment analysis.

Question 3

Discuss the differences between and importance of both the tangible and intangible resources of an organisation.

ADDENDUM B: COMPULSORY ASSIGNMENT 02 FOR SEMESTER 1 2020

DUE DATE: 24 April 2020

UNIQUE NUMBER: 722068

Assignment 02 assesses the outcomes in **lessons 5 and 6**.

2. ASSIGNMENT 02 SEMESTER 1

Question 1: Case study/ essay

(Total Marks: 50)

Takealot.com case study links:

<https://www.takealot.com/about/who-we-are>

<https://www.takealot.com/about/our-charity/>

<https://www.takealot.com/about/our-journey>

<https://www.businessnewsdaily.com/9836-future-of-retail.html>

<https://www.takealot.com/company-news/kalahari-merges-with-takealot-com>

<https://mybroadband.co.za/news/business/207408-the-battle-to-take-on-takealot.html>

<https://www.moneyweb.co.za/news/companies-and-deals/takealots-ingenious-move/>

Instructions:

Use the links to conduct an internet search on Takealot.com and answer the questions that follow in an essay format of 2 500 to 3 000 words (maximum of 10 pages).

1. Begin the essay with an introduction.
2. Each question should be answered in a separate paragraph with a clear heading/sub-heading.
3. When answering the question, begin by discussing the theory from the book and other sources then apply to the case given.
4. Reference your work properly.
5. End your essay with a conclusion.
6. This question should therefore consist of an introduction, body and conclusion.

Note: You will have to conduct additional research when answering these questions.

- 1.1** Resources are productive assets owned by an organisation. They can either be tangible or intangible. (10)

Discuss the concept of resources.

- a) Your discussion should differentiate between 'tangible and intangible resources. Use the links to provide examples for each.
- b) Indicate whether you regard examples of resources provided in a) as a strength or a weakness and give reasons for your answer.

- 1.2** Differentiate between capabilities and core competencies. Use the links to provide examples for each. (10)

- 1.3** For capabilities and resources to become core competencies that result in a competitive advantage, they have to meet certain conditions/ characteristics. (10)

Explain these conditions/ characteristics.

- 1.4** Takealot.com has the widest range of products. One of the products that they sell online is cellphones. If you type in the word 'cellphone' and click search on their website, you will see a variety of cellphones with different prices and brands. (15)

These cellphone products are positioned differently in the market. Their organisations make use of various business level strategies for creating and sustaining competitive advantage.

Use cellphone brands as examples to explain the various business level strategies for creating and sustaining competitive advantage.

Assessment of Question 1

You will be assessed according to the following criteria:

Criteria	Points for consideration	Marks
Content	<ul style="list-style-type: none"> ○ Discussion of theory covers all main points of the topic. ○ Application of theory to the case is clear and well-focused, and supported by sufficient and detailed information/ examples from the case and other sources. ○ Application to the case is relevant and presented in a logical order. ○ Application shows excellent understanding of theory. 	45
Technical requirements and organisation of content	<ul style="list-style-type: none"> ○ The introduction is inviting, states the main topics and provides an overview of the essay, it links well to the essay. ○ Headings/sub-headings are used and discussion is relevant. ○ Sources are acknowledged/correct referencing technique is used ○ A strong conclusion summing up the discussion. 	5
Total		50

SELF-ASSESSMENT QUESTIONS

Complete these questions to ensure that you understand the content covered in this module. It is also a good idea to discuss them with other students on the **Discussion Forum** of your e-tutor website. This will provide you with valuable support from your fellow students and your e-tutor.

Question 1

Explain the role of governments in enhancing business conditions in Africa.

Question 2

Discuss the guidelines that executives have to follow to ensure ethical behaviour.

Question 3

Compare the business level strategies that organisations can use to position themselves in a particular industry.

ADDENDUM C: COMPULSORY ASSIGNMENT 01 FOR SEMESTER 2 2020

DUE DATE: 14 August 2020

UNIQUE NUMBER: 860467

Assignment 01 assesses the outcomes in **lessons 1, 2, 3 and 4.**

Question 1: Case study/ Essay

(Total Marks: 50)

Takealot.com case study links:

<https://www.takealot.com/about/who-we-are>

<https://www.takealot.com/about/our-charity/>

<https://www.takealot.com/about/our-journey>

<https://www.businessnewsdaily.com/9836-future-of-retail.html>

<https://www.takealot.com/company-news/kalahari-merges-with-takealot-com>

<https://mybroadband.co.za/news/business/207408-the-battle-to-take-on-takealot.html>

<https://www.moneyweb.co.za/news/companies-and-deals/takealots-ingenious-move/>

Instructions:

Use the links to conduct an internet search on Takealot.com and answer the questions that follow in an essay format of 2 500 to 3 000 words (maximum of 10 pages).

1. Begin the essay with an introduction.
2. Each question should be answered in a separate paragraph with a clear heading/sub-heading.
3. When answering the question, begin by discussing the theory from the book and other sources then apply to the case given.
4. Reference your work properly.
5. End your essay with a conclusion section.
6. This question should therefore consist of an introduction, body and conclusion.

Note: You will have to conduct additional research when answering these questions.

- 1.1** Managers work with and through others to achieve objectives of the organisation. Their activities take place in different areas and at different levels in the organisation. (10)
- a) Differentiate between the different management levels within an organisation.
 - b) Provide practical examples from the links given. Examples should indicate management titles and types of decisions taken at each level.
- 1.2** To make a profit in the online retail industry, Takealot.com has to possess something that makes it better than its competitors. Your prescribed textbook describes competitive advantage as "what makes you better than anyone else". (10)
- a) Explain the difference between a "sustainable competitive advantage" and a "transient competitive advantage".
 - b) "Takealot.com has a transient competitive advantage." Do you agree or disagree with this statement? Provide reasons for your answer.
- 1.3** Takealot.com's mission is to be the most customer-centric online shopping destination in Africa, and has built a foundation on the simple concept that the customer comes first. (10)
- a) Critically evaluate this mission statement to determine whether it meets the requirements of a good mission statement.
 - b) Provide recommendations on how this mission statement can be improved.

1.4 The management of Takealot.com has approached you to help identify and (15) analyse the different factors in the remote environment.

- a) Use a suitable model to analyse the remote/external environment in which Takealot.com operates.
- b) Identify two opportunities and two threats that are relevant to Takealot.com.

Hint: For this analysis, you will either use PESTEL(G) or Porter's five forces (you need to know which one is suitable). Begin the analysis by explaining which of the two is suitable and why, then apply the theory.

Assessment of Question 1

You will be assessed according to the following criteria:

Criteria	Points for consideration	Marks
Content	<ul style="list-style-type: none"> ○ Discussion of theory covers all main points of the topic. ○ Application of theory to the case is clear and well-focused, and supported by sufficient and detailed information/examples from the case and other sources. ○ Application to the case is relevant and presented in a logical order. ○ Application shows excellent understanding of theory. 	45
Technical requirements and organisation of content	<ul style="list-style-type: none"> ○ The introduction is inviting, states the main topics and provides an overview of the essay, it links well to the essay. ○ Headings/ sub-headings are used and discussion is relevant. ○ Sources are acknowledged/correct referencing technique is used ○ A strong conclusion summing up the discussion. 	5
Total		50

SELF-ASSESSMENT QUESTIONS

Complete these questions to ensure that you understand the content covered in this module. It is also a good idea to discuss them with other students on the **Discussion Forum** of your e-tutor website. This will provide you with valuable support from your fellow students and your e-tutor.

Question 1

Critically discuss the importance and benefits of following a strategic management-based approach. Support your discussion with practical examples.

Question 2

Explain the strategic importance of analysing the external environment and discuss the various methods for external environment analysis.

Question 3

Discuss "strategy-as-practice" and critically evaluate it as an effective approach to managing new strategic realities. Use practical examples to support your answer.

ADDENDUM D: COMPULSORY ASSIGNMENT 02 FOR SEMESTER 2 2020**DUE DATE: 18 September 2020****UNIQUE NUMBER: 714041**Assignment 02 assesses the outcomes in **lessons 5 and 6**.**3. ASSIGNMENT 02 SEMESTER 2****Question 1: Case study/ Essay****(Total Marks: 50)****Takealot.com** case study links:<https://www.takealot.com/about/who-we-are><https://www.takealot.com/about/our-charity/><https://www.takealot.com/about/our-journey><https://www.businessnewsdaily.com/9836-future-of-retail.html><https://www.takealot.com/company-news/kalahari-merges-with-takealot-com><https://mybroadband.co.za/news/business/207408-the-battle-to-take-on-takealot.html><https://www.moneyweb.co.za/news/companies-and-deals/takealots-ingenious-move/>**Instructions:**

Use the links to conduct an internet search on Takealot.com and answer the questions that follow in an essay format of 2 500 - 3 000 words (maximum of 10 pages).

1. Begin the essay with an introduction.
2. Each question should be answered in a separate paragraph with a clear heading/sub-heading.
3. When answering the question, begin by discussing the theory from the book and other sources then apply to the case given.
4. Reference your work properly.
5. End your essay with a conclusion section.
6. This question should therefore consist of an introduction, body and conclusion.

Note: *You will have to conduct additional research when answering these questions.*

- 1.1** Strategists have to match the resources and capabilities within the organisation with opportunities in the external environment to formulate successful strategies. (10)
- a) Explain the relationship between resources, capabilities and core competencies.
 - b) Use the links to provide examples of resources, capabilities and core competencies.
- 1.2** Use examples related to Takealot.com to explain the acronym VRIO. (10)
- 1.3** The resource-based view (RBV) is a model used to analyse the internal environment of the organisation in order to identify its internal strengths and weaknesses. (10)
- a) Use the RBV to identify and discuss a strength and a weakness of Takealot.com.
 - b) Provide a recommendation of how Teakealot.com can overcome the identified weakness.
- 1.4** Takealot.com has a wide range of products. One of the products that they sell online is laptops. If you type in the word 'laptop' and click search on their website, you will see a variety of laptops with different prices and brands. (15)
- These laptop products are positioned differently in the market. Their organisations use various business-level strategies for creating and sustaining competitive advantage.
- Use laptop brands as examples to explain the various business level strategies for creating and sustaining competitive advantage.

Assessment of Question 1

You will be assessed according to the following criteria:

Criteria	Points for consideration	Marks
Content	<ul style="list-style-type: none"> ○ Discussion of theory covers all main points of the topic. ○ Application of theory to the case is clear and well-focused, and supported by sufficient and detailed information/ examples from the case and other sources. ○ Application to the case is relevant and presented in a logical order. ○ Application shows excellent understanding of theory. 	45
Technical requirements and organisation of content	<ul style="list-style-type: none"> ○ The introduction is inviting, states the main topics and provides an overview of the essay, it links well to the essay. ○ Headings/ sub-headings are used and discussion is relevant. ○ Sources are acknowledged/correct referencing technique is used ○ A strong conclusion summing up the discussion. 	5
Total		50

SELF-ASSESSMENT QUESTIONS

Complete these questions to ensure that you understand the content covered in this module. It is also a good idea to discuss them with other students on the **Discussion Forum** of your e-tutor website. This will provide you with valuable support from your fellow students and your e-tutor.

Question 1

Identify and explain the obstacles of doing business in an African context. Use practical examples (three or more) to support your discussion.

Question 2

Explain the levels of strategy in organisations. Support each strategy level with a practical business example.

Question 3

Explain the importance of an ethical business and provide examples on what organisations can do to promote it.

ADDENDUM E: DECLARATION

DECLARATION

I, the undersigned, hereby declare that the work contained in this case study project is my own original work and that I have acknowledged all additional sources I have used and/or quoted directly.

SIGNATURE

DATE
