

Answer all questions.

SECTION A (ANSWER IN THE GREEN BOOKS)

QUESTION 1 (Ms Sunjka)

With reference to the The DART Mission: Changing Environment, Shifting priorities, Hard Decisions Case study, handed out prior to the exam:

- 1.1 Conduct a Short Cycle process (3 Marks)
- 1.2 Conduct the following parts of a Long-Cycle Process:
 - 1.2.1 Identify Immediate and Basic Issues (4 Marks)
 - 1.2.2 Conduct a Case Analysis and make recommendations (12 Marks)
 - 1.2.3 Answer the following question: What are your primary responsibilities? (6 Marks)

TOTAL: 25 Marks

QUESTION 2 (Mr Hartmann)

- 2.1 A consultant, on examining an organisation may make use of several analytical frameworks, amongst them CATWOE and PESTLE. Briefly discuss (in no more than four lines) the difference between the meaning of the “E” in these two frameworks. (2 Marks)
- 2.2 Recent surveys have shown significant previously undiscovered deposits of Platinum located to the north of Brits. You have been hired as a strategy consultant by a large Russian mining company, which intends to invest in the region by sinking four new shafts to depths between 1 100 and 2 300 metres. Taking into consideration what you know about the South African and the world situation, apply the PESTLE framework to this venture analysing the situation.

Answer the question in the following way:

P: (Definition of P):

- 1. Point (keep the points brief, detailed and discreet, avoid overlap)
- 2: Point (consider carefully how to phrase your argument, do not exceed two lines per thought)

Note: Half a mark for correctly defining each letter in the acronym

One mark per point made. (Only the first two points per letter will be marked)

(15 Marks)

QUESTION 2 CONTINUES OVERLEAF/....

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- 2.3 At the hand of the PESTLE analysis developed in the previous question, advise the Russian mining house on whether or not they should invest in South Africa, highlighting two major elements that overwhelmingly support your decision. (3 Marks)

TOTAL: 20 MARKS

QUESTION 3 (Mr Hartmann)

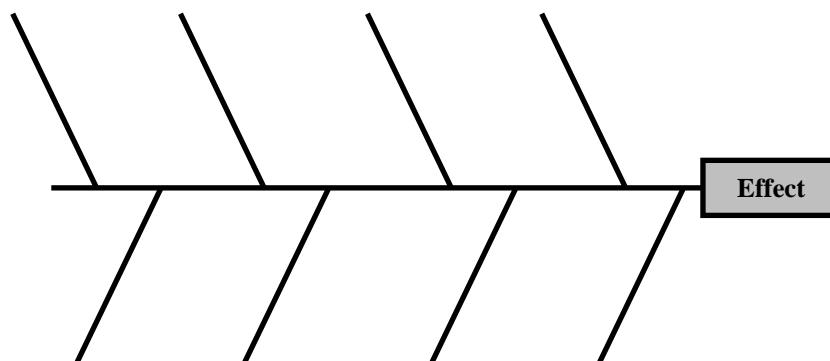
- 3.1 Having just graduated, you were hired by a progressive company as their turnaround-strategy specialist. You enter an organisation which makes repairs to 28 – tonne tipper trucks. In recent years, the company has grown significantly, and hired an average of 10 new Mechanics per year.
- Every mechanic takes ownership of a job in full. The Mechanic receives the truck from the customer, jacks up the truck, exchanges the components necessary and does other repairs that are required. Before the job is complete, the fluids and other consumables are checked and if necessary replenished or replaced. The mechanic now needs to complete the invoicing paperwork for the job on the one workshop computer, print it and put it in the truck cab for the moment the customer arrives to collect the truck.
- The number of truck jacks remains unchanged from when the organisations started seven years ago with 12 mechanics. Mechanics are rewarded for the amount of sales that they generate through commissions and bonuses. Lately this has been causing unhappiness as they claim they are making less money even though they aren't less busy.
- A. Sketch a simple graph showing the variables which you consider relevant (2 Marks)
 - B. Based on [A] identify the archetype in this business (2 Marks)
 - C. Mention a fix that would improve the situation (2 Marks)
- 3.2 Hector is building a house. Well, Hector isn't really building a house; Hector is paying Steve to build a house for Hector. Hector is a very busy man, and generally uninterested in the process, because he has faith in Steve's ability – you see, Steve drives a nice car and is obviously therefore a competent and a good builder. His staff have toolboxes with metre rules and chisels and all sorts of building equipment.
- Hector wants a staircase. A lovely outside staircase with views and safety and a lovely railing and all the good things that one expects from a world-class staircase.
- One winter morning Hector decides to visit his site, and is astounded to find the sight that will greet your eyes below. He is understandably annoyed and makes a hurried phone call to Steve, yelling at him, using choice vocabulary and creatively weaving expletives.

QUESTION 3 CONTINUES OVERLEAF/....

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Steve, ever the professional, drives to site and grabs a sheet of paper and starts drawing the outline which is shown below. “It’s a fisheye diagramme”, he announces triumphantly, “and it is going to solve all of our problems”. Assuming that Steve knows something, and assuming other things you may know about building and recognising what has gone wrong here, construct the fishbone diagramme, labeling the bones in accordance with convention (P or M standard) and identify possible causes of this failure. You do not need to have items on each bone, but you do have to show and label each bone (half mark each).



(9 Marks)

TOTAL: 15 Marks

SECTION B QUESTION 1 CONTINUES OVERLEAF/....

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SECTION B (ANSWER IN THE YELLOW BOOKS)**QUESTION 1 (Prof Brierley)**

With reference to the Daimler-Benz Case Study, handed out prior to this exam, perform the following exercise:

It is 1990 and you are a consultant involved in preparing a strategic plan for the Daimler-Benz group.

- 1.1 Define 2 Visions for each of the 4 operating groups?
- 1.2 Perform a SWOT Analysis on the Mercedes-Benz unit. Identify 4 Strengths, 4 Weaknesses, 4 Opportunities and 4 Threats (number them S1 to S4, W1 to W4, O1 to O4 and T1 to T4)
- 1.3 Propose a generic strategy for the Mercedes-Benz unit and state (in less than 5 lines) your reason for selecting the generic strategy.
- 1.4 Define 4 Strategic Objectives for the Mercedes-Benz unit. Cross-reference each objective to the Strength, Weakness, Opportunity or Threat to which it is related.
- 1.5 Define 2 Strategies to enable each strategic objective to be achieved.

TOTAL: 40 Marks

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