



**PAMIBIA UNIVERSITY  
OF SCIENCE AND TECHNOLOGY**

**FACULTY OF MANAGEMENT SCIENCES**

**DEPARTMENT OF MANAGEMENT**

<b>QUALIFICATION: BACHELOR OF BUSINESS MANAGEMENT</b>	
<b>QUALIFICATION CODE: 07BBMA</b>	<b>LEVEL: 7</b>
<b>COURSE CODE: BES712S</b>	<b>COURSE NAME: SME STRATEGY</b>
<b>SESSION: JUNE 2019</b>	<b>PAPER: THEORY</b>
<b>DURATION: 3 HOURS</b>	<b>MARKS: 100</b>

<b>FIRST OPPORTUNITY EXAMINATION QUESTION PAPER</b>	
<b>EXAMINER(S)</b>	<b>DR. CHRIS VAN ZYL</b>
<b>MODERATOR:</b>	<b>MR. RAINER RITTER</b>

<b>INSTRUCTIONS</b>	
<ol style="list-style-type: none"><li>1. Answer ALL the questions.</li><li>2. Write clearly and neatly.</li><li>3. Number the answers clearly.</li></ol>	

**PERMISSIBLE MATERIALS**

1. Business calculator

**THIS QUESTION PAPER CONSISTS OF 2 PAGES (Including this front page)**

## QUESTION 1

- a) Formulate at least 5 strengths; 5 weaknesses; 5 opportunities and 5 threats (SWOT analysis) for a typical enterprise in the *Namibian furniture manufacturing industry* based on the current market conditions and enterprise-level challenges. Additionally, create an importance rating (IR) as well as a performance rating (PR) for each of the above mentioned SWOT variables (measurable or quantifiable parameters) and justify your decisions in this regard.

[30 marks]

- b) Apply and integrate the above mentioned variables in order to perform IFE and EFE MATRIX analyses. Interpret the findings of the IFE and EFE.

[30 marks]

## QUESTION 2

Critically distinguish between the strategies that could be considered under the following different market conditions:

- a) Maturing industry; [7 marks]  
b) Declining industry; [3 marks]  
c) Fast changing market; [5 marks]  
d) Fragmented industry; [5 marks]

## QUESTION 3

Create and evaluate any 10 critical success factors (CSFs) for an enterprise in the *Namibian agricultural industry*. Apply these CSFs to distinguish between two competing enterprises in this industry. Use a CPM instrument when distinguishing between the two enterprises. Interpret the findings.

[20 marks]

**TOTAL MARKS: 100**