



**PAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

FACULTY OF MANAGEMENT SCIENCES

DEPARTMENT OF MANAGEMENT

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

SUPPLEMENTARY / SECOND OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINER(S)	DR. CHRIS VAN ZYL
MODERATOR:	MR. RAINER RITTER

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

PERMISSIBLE MATERIALS

1. Business calculator

THIS QUESTION PAPER CONSISTS OF 3 PAGES (Including this front page)

QUESTION 1

Imagine that you are the owner-manager of a small accommodation enterprise in Namibia. You can currently accommodate six tourists for sleepover per night. You are considering a strategy growing your business in order to become more profitable.

- a) Describe your current business model with specific reference to the following aspects: *customer value proposition* (target market & product/service offerings & revenue model); *operating model* (value chain & cost model). **[15 marks]**
- b) Analyse the Macro-environment as well as the Industry & Competitive environments by using acceptable strategy tools in order to eventually summarise the ***critical success factors*** that would influence the performance of the enterprise. Also consider the following questions when analyzing the above mentioned environments:
- Which product attributes or service characteristics would be crucial when customers compare your enterprise offerings with those of competitors?
 - What resources and competitive capabilities must your enterprise have to be competitively successful?
 - Which of your enterprise's shortcomings will almost certainly put your enterprise at a significant disadvantage? **[40 marks]**
- c) Describe and specify your enterprise's tangible and intangible resources that you would employ to sustain and grow your business. **[15 marks]**

QUESTION 2

Distinguish between five generic competitive strategies by tabulating their similarities and/or differences regarding the following aspects:

- Basis of competitive strategy
- Marketing emphasis
- Keys to maintaining the strategy
- Resources and capabilities required **[20 marks]**

QUESTION 3

Discuss the benefits of having a vision & mission statement for a company.

[10 marks]

TOTAL MARKS: 100