



PAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY

FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION

DEPARTMENT OF GOVERNANCE AND MANAGEMENT SCIENCES

QUALIFICATION: BACHELOR OF BUSINESS MANAGEMENT	
QUALIFICATION CODE: 07BBMA	LEVEL: 7
COURSE CODE: BSL712S	COURSE NAME: SME Strategy and Leadership
SESSION: NOVEMBER 2022	PAPER: THEORY
DURATION: 2 HOURS	MARKS: 75

1ST OPPORTUNITY EXAMINATION PAPER	
EXAMINER(S)	MS. ESTHER OLIVIER DR. CHRIS VAN ZYL
MODERATOR:	MS. A TJIUEZA

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 EXAMINATION PAPER CONSISTS OF 3 PAGES (Including this front page)

Question 1**[25 Marks]**

Read the case below and answer the questions that follows:

Hello Buddy

Buddy Industries is a revolutionary company which aims to address specific voids in the Namibian market, utilising the latest in technology and combining it with personal real-time service with a Buddy Smile. Buddy Industries is a software tech company specialising in building and developing targeted customer communication, customer experience management, customer sourcing and networking solutions.

Buddy Industries CC is the holding company for:

YelloBuddy

TravelBuddy

BusinessBuddy

SalesBuddy

ConciergeBuddy

As an underlying service and value-added product offering the business is built around people and great service execution. Buddy Industries provides a revolutionary 24/7 personal and travel assistant app. The innovative app is backed by consultants who are available around the clock to assist with any type of query or emergency.

CEO and owner, Wilko Aschenborn, has been in the business of tech for over 13 years, and through a period of enlightenment, he started Buddy, an app which he attributes to his dog (who also happened to be the inspiration for the logo). Buddy is much like Siri – you ask it questions and it assists you where it can.

Source: Adopted from <https://buddysuperapp.com/customer.html>

- a) In what industry does Buddy Industries operate? (2)
- b) What are some of the strategic moves for this type of organisation? (13)
- c) What are the key responsibilities of a strategic leader? (10)

Question 2**(25 Marks)**

According to Michael Porter, organisations can gain a competitive advantage through five generic strategies. In tabular format compare these strategies along the following dimensions:

Strategic target

Basis of competitive advantage

Product line

Product emphasis

Marketing emphasis

Keys to sustaining the strategy

QUESTION 3

(25 Marks)

Calculate the **SPACE Matrix** coordinates from the information provided in the table below. Plot the vector and list the suggested alternative strategies. Which specific strategies would you implement if the enterprise operates within the small stock farming industry?

		Rating:	Resultant:	Coordinates:
FS:	<i>Access to capital is a problem</i>	2		y-axis
	<i>The exchange rate is deteriorating</i>	2		
CA:	<i>High quality services provide competitive advantage</i>	-4		
	<i>Located favourably in the center of town</i>	-3		
	<i>Highly qualified and experienced team</i>	-5		
IS:	<i>Reluctance of companies to pay for services rendered</i>	1		x-axis
	<i>Business environment is highly disruptive currently</i>	3		
ES:	<i>Very few competitors are active in this segment of market</i>	-2		
	<i>Low GDP figures are forecasted</i>	-6		

TOTAL MARKS: 75

