

Group assignments

GROUP ASSIGNMENT #1

- Due date: See the Work Schedule
- Length limitation: 12 typed 1½-spaced pages & Arial font size “12” . You have to adhere carefully to this length limitation. The 12 pages do not include any addendums (a maximum of 3 pages are allowed, if necessary).
- Structured and no essays allowed

Total: 100 (ABC grading system)

☞ The Kruger National Park and SANPark’s senior executives have noted your team’s consultancy skills in strategic management and has retained your services to help assess the Kruger National Park’s situation and to make recommendations for a winning strategy pertaining to the Park’s approach towards the fight against rhino poaching and sustaining the park’s public image. Specifically, you have been asked to provide the Park’s management with a structured report, along with whatever supporting exhibits you deem appropriate, that covers the issues concerned. Each recommendation should be accompanied by persuasive supporting arguments.

☞ Take note – every syndicate group need to complete a report on their own (envisaged to be included as consecutive chapters in a final aggregate drafted copy that is the responsibility of the group leaders and the class representative(s)).

Submit:

- One hard copy of the group assignment;
- Electronic copy on eFundi – dropbox;
- Proof of language editing.

The following article was published in Business Day on the front page (Monday, August 31, 2015)-

Hope not lost in poaching fight – Molewa (Penelope Mashego)

Despite a concerted effort by the government and other role players, rhino poaching has increased throughout the country – from 716 incidents by this time last year to 749 as of last week.

Environmental affairs Minister Edna Molewa yesterday urged the public not to be disheartened by the figures. “The poaching figures are not cause for despondency...they could unfortunately be far worse,” she said. Ms Molewa emphasised the need for collaboration between communities, the private sector and the government.

She said that though the Kruger National park had seen the highest number of rhinos lost to poachers – 459 and 544 this year and last year respectively – there had also been an increase in the number of arrests. This year, 138 poachers had been arrested in the park, compared with 81 last year.

“We are particularly proud of the work done by our law enforcement agencies”, which had been using new strategies and technology to hunt down the poachers, Ms Molewa said.

At the Kruger National Park, enforcement agencies had been using night airborne reaction and antipoaching rapid response forces, “a unique world-class capability for a park”.

The Peace Parks Foundation, an international conservation group, donated monocular night vision equipment worth R3,4m to the park, which Ms Molewa said had been useful because poachers had also become more sophisticated.

The fight against poaching has not been limited to nature reserves, and the Environmental Affairs Department, the Green Scorpions, Customs and border police have been working together at SA’s airports and borders. As part of its translocation programme, the department will this year deliver 150 white rhinos from the Kruger National Park to private landowners.

Ms Molewa said that international collaboration against poaching was key in the poaching battle, and that SA had signed an agreement with Cambodia earlier this year.

Ms Molewa said her department had been engaging with Mozambique and China to curb rhino poaching.

The department also hosted a group of young people from Vietnam on a five-day wilderness trail in Kwazulu-Natal.

GROUP ASSIGNMENT #2:

- TWO sections
- Due date: See the Work Schedule
- Length limitation: 20 typed 1½-spaced pages with Arial font size "12". You have to adhere carefully to this length limitation. The 20 pages include any addendums.
- Structured and no essays allowed

Total: 100

📹 ASSIGNMENT 2.1: Record an interview of between 5-10 minutes pertaining to strategy and any burning issues (opinion) with any member of the C-suite (top management), preferably the MD, CEO, a DG or Chair of the Board (etc). Preferably a listed Company (floated on a stock exchange). This part of the assignment must be uploaded on the due date in a format like MP4 on the e-fundi site with your group name and members (15).

📹 ASSIGNMENT 2.2 (85): You are expected to provide the board of directors and senior executives in your capacity as manager with a report on the status of effective managerial habits regarding the perceived strategic management process at company/ organisational levels.

In your survey as group members, you need to build diversity in connection with different organisational layers into the empirical research process performed (questionnaire is the measuring instrument) and make copies of the template for your team members.

- Each of the syndicate group members must complete three (one by yourself) questionnaires of the chosen companies /organisations. Thus, if you are 5 members, 15 questionnaires will be completed. As such it would be a summative and structured report that reflects a grasp environmental analysis.
- The original completed questionnaires must be included as part of a portfolio of evidence ("POE") under the heading "Appendix".

Two copies of the group assignment must be submitted (the original lecture copy with appendix of questionnaires and a copy kept for the group (without appendix of questionnaires).

STRATEGIC MANAGEMENT QUESTIONNAIRE

Section 1:

1.1. Indicate your gender:

- a) male
- b) female

1.2. Your age category?

- a) 16-20
- b) 21-25
- c) 26-35
- d) 36-45
- e) 46-55
- f) 55-60-
- g) 60+

1.3. Are you in management?

- a) yes
- b) no

1.4. Level of management?

- a) supervisor
- b) middle management
- c) senior management
- d) director
- e) other

If you choose "other", specify briefly. _____

In which economic sector is the selected company (*banking industry / manufacturing, etc)? _____

1.5. How many years have you worked for this specific company?

- a) 0-3
- b) 4-10
- c) 11-15
- d) 16-20
- e) 20 years+

1.6. Your experience in different business units (BU's) of the same company?

- a) Only 1 BU
- b) 2 different BU's
- c) 3 different BU's
- d) More than 3 BU's

1.7. My current job title is: _____

1.8. My current business unit (dept) is: _____

1.9. Are you working in South Africa? Yes _____ No _____

1.10 How many employees in total working for the company/organisation?

Less than 5

Between 5-100

Between 101-200

Between 201-500

More than 500

1.11 Is the parent of the Company or organisation in South Africa? Yes _____ No _____

Section 2:

(Rank in order of importance as indicated)

2.1 Has your organisation articulated a vision for the organisation? (10 if YES; 1 if NO)

1 2 3 4 5 6 7 8 9 10

2.2 When was it last updated? (10 if in the last year; 9 if in the last 2 years, etc.)

1 2 3 4 5 6 7 8 9 10

2.3 Is the vision statement relevant to the organisation's activities and mandate? (10 for very relevant; 1 for not relevant at all)

1 2 3 4 5 6 7 8 9 10

2.4 Has your organisation developed a mission statement? (10 if YES; 1 if NO)

1 2 3 4 5 6 7 8 9 10

2.5 When was it last updated? (10 if in the last year; 9 if in the last 2 years, etc.)

1 2 3 4 5 6 7 8 9 10

2.6 Do you feel that your current mission statement is compatible with the activities being carried out by the organisation? (10 if YES; 1 if NO)

1 2 3 4 5 6 7 8 9 10

2.7 How would you rate participation in developing the mission statement by the following people? (10 very involved; 1 not involved at all)

(a) Employees 1 2 3 4 5 6 7 8 9 10

(b) Board of Directors/senior management 1 2 3 4 5 6 7 8 9 10

2.8 Has your organisation defined a set of value statements? (10 if YES; 1 if NO)

1 2 3 4 5 6 7 8 9 10

2.9 When were they last updated or discussed formally? (10 if in the last year; 9 if in the last 2 years, etc.)

1 2 3 4 5 6 7 8 9 10

2.10 How would you rate the understanding of the organisation's value statements (or values if formal statements have not been developed) by the following people?

(a) Employees 1 2 3 4 5 6 7 8 9 10

(b) Board of Directors/senior management 1 2 3 4 5 6 7 8 9 10

2.11 Has your organisation conducted a SWOT analysis? (10 if YES; 1 if NO)

1 2 3 4 5 6 7 8 9 10

2.12 How would you rate the competencies of your organisation to conduct a SWOT analysis?

1 2 3 4 5 6 7 8 9 10

2.13 How would you rate the priority that your organisation places on the SWOT analysis process?

1 2 3 4 5 6 7 8 9 10

2.14 How would you rate the importance of the SWOT analysis process in the effective operation of your organisation?

1 2 3 4 5 6 7 8 9 10

2.15 Is a SWOT analysis employed when dealing with significant issues outside of strategic planning? (Score 10 for regularly; 1 for never)

1 2 3 4 5 6 7 8 9 10

2.16 Any other tool other than the SWOT used by your organisation? (name:)

2.17 How would you rate the understanding of issues (10 very good; 1 very bad) that influence the organisation by the following people?

(a) Employees 1 2 3 4 5 6 7 8 9 10

(b) Board of Directors/senior management 1 2 3 4 5 6 7 8 9 10

(c) Executive Director/CEO/MD 1 2 3 4 5 6 7 8 9 10

(d) Relative to the decision-making process, how would you rate your organisation's attention to issues that influence the organisation? 1 2 3 4 5 6 7 8 9 10

2.18 Has your organisation established long-term objectives? (10 if YES; 1 if NO)

1 2 3 4 5 6 7 8 9 10

2.19 How important is it to establish long-term objectives for your organisation? (10 very important; 1 not important at all)

1 2 3 4 5 6 7 8 9 10

2.20 Rate your organisation's success with/practice of generating strategies to deal with issues. (10 very good; 1 very bad)

1 2 3 4 5 6 7 8 9 10

2.21 How important is it to generate strategies to deal with issues for your organisation? (10 very important; 1 not important at all)

1 2 3 4 5 6 7 8 9 10

2.22 Does your organisation select strategies to address issues that confront the organisation? (10 if YES; 1 if NO)

1 2 3 4 5 6 7 8 9 10

2.23 Rate the importance of selecting strategic solutions to address issues that confront your organisation. (10 very important; 1 not important at all)

1 2 3 4 5 6 7 8 9 10

Section 3

3.1 Does your organisation maintain a policy manual?

(10 if YES; 1 if NO) 1 2 3 4 5 6 7 8 9 10

3.2 Are organisation policies updated on a regular basis?

(10 if in the last year; 9 if in the last 2 years, etc.) 1 2 3 4 5 6 7 8 9 10

3.3 Rate the relevance of your organisation's policies to current organisation activities.

(10 very relevant; 1 not relevant at all) 1 2 3 4 5 6 7 8 9 10

3.4 Rate the understanding and support of formal policy development and implementation (10 very good; 1 very bad) by the:

(a) Employees 1 2 3 4 5 6 7 8 9 10

(b) Board of Directors 1 2 3 4 5 6 7 8 9 10

(c) Executive Director/CEO/MD 1 2 3 4 5 6 7 8 9 10

(d) Senior management 1 2 3 4 5 6 7 8 9 10

3.5 Rate your organisation's financial capacity to implement strategies. (10 very good; 1 very bad)

1 2 3 4 5 6 7 8 9 10

3.6 Rate the commitment to providing financial resources to support the implementation of strategic initiatives (10 very committed; 1 not committed at all) by the:

(a) Employees 1 2 3 4 5 6 7 8 9 10

(b) Board of Directors 1 2 3 4 5 6 7 8 9 10

(c) Senior management 1 2 3 4 5 6 7 8 9 10

3.7 Rate the motivation to maintain and support the implementation of strategic initiatives (10 very good; 1 very bad) by the:

(a) Board of Directors 1 2 3 4 5 6 7 8 9 10

(b) Staff (subordinates) 1 2 3 4 5 6 7 8 9 10

(c) Senior management 1 2 3 4 5 6 7 8 9 10

3.8 Rate the “ownership” of the following people to implement strategic initiatives (10 very good; 1 very bad):

(a) Employees 1 2 3 4 5 6 7 8 9 10

(b) Board of Directors 1 2 3 4 5 6 7 8 9 10

(c) Executive Director/CEO/MD 1 2 3 4 5 6 7 8 9 10

(d) Senior management 1 2 3 4 5 6 7 8 9 10

3.9 Rate your board’s (senior management) commitment to and support of the implementation of strategic initiatives(10 very good; 1 very bad)

1 2 3 4 5 6 7 8 9 10

3.10 Rate the performance of your board or senior management as it relates to the delivery of support to strategic initiatives (as opposed to “talking the talk”). (10 very good; 1 very bad)

1 2 3 4 5 6 7 8 9 10

3.11 Rate how appropriate the current structure of your organisation is to support the implementation of strategic initiatives. (10 very appropriate; 1 not appropriate at all)

1 2 3 4 5 6 7 8 9 10

3.12 Rate the effectiveness of your current governance model as it relates to the implementation of strategic initiatives. (10 very effective model; 1 not effective at all)

1 2 3 4 5 6 7 8 9 10

3.13 Rate your organisation’s readiness for organisational change. (10 very prepared; 1 not prepared at all)

1 2 3 4 5 6 7 8 9 10

3.14 Rate the willingness to accept and implement change (10 very open; 1 not open at all) by the:

(a) Employees 1 2 3 4 5 6 7 8 9 10

(b) Board of Directors 1 2 3 4 5 6 7 8 9 10

(c) Executive Director 1 2 3 4 5 6 7 8 9 10

(d) Senior management 1 2 3 4 5 6 7 8 9 10

3.15 Rate the human resource capability to manage and implement a change process or new strategic direction (10 very good; 1 very bad) by the:

(a) Employees 1 2 3 4 5 6 7 8 9 10

(b) Board of Directors 1 2 3 4 5 6 7 8 9 10

(c) Senior management 1 2 3 4 5 6 7 8 9 10

3.16 Rate the competencies of your organisation's staff to plan, manage and implement strategic initiatives. (10 very good; 1 very bad)

1 2 3 4 5 6 7 8 9 10

Section 4:

4.1 Rate your organisation's current practices as they relate to the ongoing assessment of strategic initiatives. (10 very good; 1 very bad)

1 2 3 4 5 6 7 8 9 10

4.2 Rate your organisation's performance in communicating assessment results (10 very good; 1 very bad) to the:

(a) Employees 1 2 3 4 5 6 7 8 9 10

(b) Board of Directors 1 2 3 4 5 6 7 8 9 10

(c) Auditors/Public/Others 1 2 3 4 5 6 7 8 9 10

(d) Senior management 1 2 3 4 5 6 7 8 9 10

4.3 Has your organisation developed a set of key performance indicators or some other form of accountability to track the success of strategic initiatives? (10 for defined key performance indicators; 1 no indicators defined)

1 2 3 4 5 6 7 8 9 10

4.4 Rate your organisation's ongoing evaluation practices as it relates to strategic initiatives. (10 for doing a great job on a regular basis; 1 if no evaluation occurs)

1 2 3 4 5 6 7 8 9 10

4.5 Rate your organisation's success at identifying corrective action when strategic initiatives are failing or could be improved. (10 if very good; 1 if very bad)

1 2 3 4 5 6 7 8 9 10

4.6 Rate your organisation's response time, after they have acknowledged that a strategic initiative is failing. (10 if very fast; 1 if not responsive at all)

1 2 3 4 5 6 7 8 9 10

4.7 Rate your organisation's effectiveness at evaluating the impact of changes subsequent to initial strategy formulation. (10 if very effective; 1 if not effective at all)

1 2 3 4 5 6 7 8 9 10

4.8 Rate the level of participation in strategy evaluation

(10 if very involved; 1 if not involved at all) by the:

(a) Board of Directors 1 2 3 4 5 6 7 8 9 10

(b) Executive Committee 1 2 3 4 5 6 7 8 9 10

(c) Executive Director/CEO/MD 1 2 3 4 5 6 7 8 9 10

(d) Management Staff 1 2 3 4 5 6 7 8 9 10

4.9 Rate the attention paid to abandoning, adjusting or developing new strategies subsequent to evaluation of the initial strategies (10 if very attentive; 1 if not attentive at all) by the:

(a) Board of Directors 1 2 3 4 5 6 7 8 9 10

(b) Executive Committee 1 2 3 4 5 6 7 8 9 10

(c) Executive Director/CEO/MD 1 2 3 4 5 6 7 8 9 10

(d) Management Staff 1 2 3 4 5 6 7 8 9 10

4.10 Rate the relevance and suitability of the strategic management model to your organisation. (10 if very good; 1 if very bad) 1 2 3 4 5 6 7 8 9 10

4.11 Rate the commitment to strategic management as the model of choice for your organisation (10 if very good; 1 if very bad) by the:

(a) Board of Directors 1 2 3 4 5 6 7 8 9 10

(b) Executive Committee 1 2 3 4 5 6 7 8 9 10

(c) Executive Director/CEO/MD 1 2 3 4 5 6 7 8 9 10

(d) Management Staff 1 2 3 4 5 6 7 8 9 10

4.12 Any other issues you would like to address within the context of this survey? (formulate and answer!)