



<b>ASSIGNMENT 1<sup>ST</sup> SEMESTER:</b>	<b>STRATEGIC MANAGEMENT (STRM)</b>
	<b>BUSINESS MANAGEMENT 3 (BM303)</b>
<b>CHAPTERS COVERED</b>	<b>: N/A</b>
<b>DUE DATE</b>	<b>: 3:00 p.m. 20 MARCH 2012</b>
<b>TOTAL MARKS</b>	<b>: 100</b>

#### **INSTRUCTIONS TO CANDIDATES FOR COMPLETING AND SUBMITTING ASSIGNMENTS**

The complete 'Instructions to Students for Completing and Submitting Assignments' must be collected from any IMM GSM office, the relevant Student Support Centre or can be downloaded from the IMM GSM website. It is essential that the complete instructions be studied prior to commencing your assignment. The following points highlight only a few important notes.

1. You are required to submit ONE assignment per subject.
2. The assignment will contribute 20% towards the final examination mark, and the other 80% will be contributed by the examination, however, the examination papers will count out of 100%.
3. Although your assignment will contribute towards your final examination mark, you do not have to earn credits for admission to the examinations; you are automatically accepted on registering for the exam.
4. Number all the pages of your assignment (e.g. page 1 of 4) and write your name and surname, student number and subject at the top of **each** page.
5. The IMM GSM requires assignments to be presented in a typed format, on plain A4 paper. Unless otherwise specified, this assignment must be completed within a limit of 1500 words, excluding the bibliography. Students who exceed the word limit may find that only part of the submitted assignment will be marked.
6. A separate assignment cover, which is provided by the IMM GSM, must be attached to the front of each assignment.
7. Retain a copy of each assignment before submitting, in case the original does not reach the IMM GSM.
8. The assignment due date refers to the day up to which assignments will be accepted for marking purposes. The deadline is 3:00 p.m. on 20 March 2012. Late assignments will be accepted, but **25 marks** will be deducted from the maximum mark, if received after 3:00 p.m. on 20 March 2012 and up to 5:00 p.m. the following day, after which no assignments will be accepted.
9. If you fail to follow these instructions carefully, the IMM Graduate School of Marketing cannot accept responsibility for the return of the assignment. It may even result in your assignment not being marked.

Results will be available on the IMM GSM website, [www.immgsm.ac.za](http://www.immgsm.ac.za), on Friday, 4 May 2012.

**SPECIFIC INSTRUCTIONS**

Marks will be awarded for:

- Logical argument and sound reasoning
- Evidence of independent research (i.e. consulting and using relevant sources of information)
- Relevant application of knowledge
- Neat presentation and structure.

Answer **ALL** the questions below.

**Please note** that the answers to the questions below need to be very detailed and show that great effort and thought has gone into the compilation of each answer.

PRESCRIBED TEXTBOOK: Jones, G.R. & Hill, C.W., 2010. *Theory of Strategic Management with Cases*. 9<sup>th</sup> ed. USA: South Western Cengage Learning.

**Questions 1 and 2 refer to the attached case study: Williams, D., 2010. 20twenty – Strategic brilliance or folly? In *Strategic Management – Supplement for Southern Africa*; edited by Goldman, G., Maritz, R., Nienaber, H., Pretorius, M., Prillaid, D., & Williams, D. Cape Town: Pearson, pp. 133-141.**

**QUESTION 1 [25]**

Applying the principles of strategic management, **identify the strategy or strategies** employed by 20twenty and discuss what the organisation could have done to **ensure success and avoid failure**.

**QUESTION 2 [15]**

If you had been the CEO at the time when Standard Chartered bought out 20twenty, what **business level** strategy would you have devised to ensure 20twenty's success. Motivate and justify your answers, and discuss the components of the strategy.

**QUESTION 3 [25]**

Conduct an **environmental analysis** for a bank wanting to enter the South African market in 2011, and identify opportunities and threats that exist in the environment.

**QUESTION 4 [25]**

It is often claimed that the domestic (South African Banking) market is a 'mature market'. What **strategy or strategies could a new entrant expect to face** from local established banks? What **strategy would you recommend** a new entrant adopt to compete with the strategies of the local banks?

**PRESENTATION [10]**

**ASSIGNMENT TOTAL: 100**