041306T4BUS

BUSINESS MANAGER
LEVEL 6
BUS/OS/BM/CR/01/6/A

Develop Business Strategies
July/August 2024

Answers

SECTION A (40 MARKS)

1. **Business Policies to Attract Market Share:**

- Implement competitive pricing strategies to offer value.
- Develop loyalty programs to retain existing customers and attract new ones.
- Enhance product quality and ensure consistent availability.
- Invest in targeted marketing campaigns to reach diverse demographics.

2. **Requirements for an Effective Operational Plan:**

- Clear objectives that align with the strategic goals of the organization.
- Defined roles and responsibilities for team members involved in execution.
- Measurable performance indicators to assess progress and success.

3. **Techniques to Enhance Coordination:**

- Foster open communication channels across departments.
- Utilize project management tools for tracking progress and collaboration.
- Hold regular inter-departmental meetings to synchronize efforts.
- Establish clear protocols for information sharing and feedback.

4. **Reasons to Analyze the Market Environment:**

- To identify emerging trends and consumer preferences.
- To assess competitive dynamics and market positioning.
- To evaluate potential risks and opportunities for growth.

5. **Reasons to Adopt New Standard Operating Procedures:**

- To improve efficiency and consistency in operations.
- To enhance compliance with industry regulations and standards.
- To reduce errors and improve quality control.
- To facilitate training and onboarding of new employees.

6. **Benefits of Addressing Operational Gaps:**

- Increases overall efficiency and productivity.
- Enhances customer satisfaction through improved service delivery.
- Reduces costs associated with inefficiencies.
- Supports better decision-making with accurate data.

7. **Ways Control May Become Dysfunctional:**

- Overly rigid control systems can stifle creativity and innovation.
- Excessive focus on compliance may lead to neglect of strategic goals.
- Poor communication of control measures can create confusion and resistance.

8. **Steps to Correct Errors from Variance Analysis:**

- Review and analyze the causes of unfavorable variances.
- Adjust budgeting and forecasting processes based on findings.
- Implement corrective actions to address identified issues.

- Monitor ongoing performance to ensure improvements are effective.

9. **Company Policies for Growth and Diversification:**

- Product development policies to encourage innovation.
- Market expansion policies to explore new geographical areas.
- Quality assurance policies to maintain high standards.
- Customer engagement policies to foster loyalty and feedback.

10. **Weaknesses of Hierarchical Organizational Structure:**

- Slower decision-making due to multiple layers of approval.
- Limited communication between different levels, leading to information silos.
- Reduced employee morale and engagement due to lack of empowerment.

11. **Key Aspects of Gender Mainstreaming in Business:**

- Recruitment policies that promote gender diversity.
- Training programs that address gender sensitivity and equality.
- Development of gender-responsive policies and practices.
- Regular monitoring and evaluation of gender equality initiatives.

SECTION B (60 MARKS)

12. **a) Strategies for Sustainable Growth:**

- Invest in research and development to foster innovation.
- Leverage data analytics to understand consumer behavior and preferences.
- Strengthen partnerships and collaborations with other organizations.
- Enhance employee training and development to build capabilities.
- Expand into emerging markets to diversify revenue streams.

b) Characteristics of the Balanced Scorecard Model:

- Integrates financial and non-financial performance measures.
- Focuses on four perspectives: financial, customer, internal processes, and learning/growth.

- Provides a framework for strategic alignment across the organization.
- Facilitates communication of strategic objectives to all stakeholders.
- Encourages continuous improvement through regular performance reviews.

13. **a) Negative Impacts of Technology on Business Ethics:**

- Increased risk of data breaches and privacy violations.
- Potential for misuse of technology for unethical practices (e.g., surveillance).
- Erosion of trust due to lack of transparency in data handling.
- Challenges in ensuring fair competition due to technological disparities.
- Difficulty in maintaining accountability in automated processes.

b) Constraints for Managers in Formulating Strategies:

- Limited resources (financial, human, technological).
- Market volatility and unpredictability.
- Regulatory and compliance requirements.
- Internal resistance to change and innovation.
- Diverse stakeholder interests and expectations.

14. **a) Steps in Setting Tactical Plans:**

- Define specific tactical objectives aligned with strategic goals.
- Analyze current resources and capabilities.
- Develop action plans with clear timelines and responsibilities.
- Establish performance metrics to evaluate progress.
- Communicate plans to all relevant stakeholders.

b) Benefits of Using Balanced Scorecard:

- Provides a comprehensive view of organizational performance.
- Aligns day-to-day operations with long-term strategy.
- Enhances accountability through clear performance indicators.
- Facilitates proactive management of strategic initiatives.
- Promotes a culture of continuous improvement and learning.

15. **a) Information to Include in SOPs:**

- Purpose and scope of the SOP document.
- Detailed step-by-step procedures for tasks.
- Roles and responsibilities of personnel involved.
- Compliance and regulatory requirements.
- Revision history and version control.

b) Key Social Factors Affecting Businesses:

- Demographic changes and population trends.
- Cultural attitudes and values influencing consumer behavior.
- Social media influence on brand perception and marketing.
- Economic disparities affecting purchasing power.
- Community engagement and corporate social responsibility expectations.