

BINDURA UNIVERSITY OF SCIENCE EDUCATION

FACULTY OF SCIENCE AND ENGINEERING

DEPARTMENT: SPORTS SCIENCE

MASTER OF SCIENCE IN DEGREE IN SPORTS MANAGEMENT

SM502: STRATEGIC SPORTS MANAGEMENT

DURATION: 3 HOURS
(Plus 15 Minutes for Case Reading)

TOTAL MARKS: 100

INSTRUCTIONS TO CANDIDATES

Section A is Compulsory. You are required to answer **two (2)** questions from Section B.

Section A

Question 1:

The following information was extracted from Nike.

Strengths <ul style="list-style-type: none"> ○ Strong brand equity ○ An enormous market share ○ Low-cost manufacturing ○ Innovative marketing ○ A successful e-commerce platform ○ Strong research and development department ○ A high market valuation 	Weaknesses <ul style="list-style-type: none"> ○ Poor labour practices in foreign countries ○ Over-dependence on the U.S. Market ○ Worrying Financial Indicators ○ Unfavorable relationship with retailers ○ Their revenue stream is over-dependent on their line of footwear ○ Perceived ○ Reduced quality control ○ Contradicting strategies
Opportunities <ul style="list-style-type: none"> ○ Investing in new markets ○ Increasing their product range ○ Tapping Into the Future ○ Introducing anti-counterfeiting technology and methods ○ Investing in sustainability 	Threats <ul style="list-style-type: none"> ○ Counterfeit Nike products ○ Competition from other sports brands ○ High-profile ○ International trade tensions ○ Animal abuse scandal ○ Sexual harassment cases

Task:

Formulate strategies that can enhance Nike's competitiveness from the SWOT Analysis presented and use the TOWS Matrix to present them. **[30 marks]**

Question 2:

The following information was extracted from a strategic plan of a Zimbabwean National Sports Association.

VISION	MISSION	CORE VALUES
To become Africa's best-performing football brand.	To administer football in line with FIFA statutes.	Fair Play Accountability Integrity Professionalism Ubuntu

Task: Analyse the presented vision, mission, and core values and make recommendations for improvement. [30 marks]

Section B**Question 3:**

As a consultant, you have been engaged by the Sports and Recreation Commission of Zimbabwean to present a paper on the most appropriate strategic management approaches for Zimbabwean sports organizations operating under the prevailing volatile, uncertain, complex and ambiguous conditions in intensely contested markets.

Task: Prepare a summary of your presentation. [20 marks]

Question 4:

As a Sports Management Professor, you have been requested to deliver a keynote speech at a sports management conference running under the theme; "Psychological safety: The Key Driver to Strategic Implementation Success for Sport Organizations".

Task: Prepare a draft of your keynote speech. [20 marks]

Question 5:

Assume you are a strategic management consultant and you have been approached by a local sports entity on how it can use stakeholder engagement to enhance its strategic performance.

Task: Prepare a draft of your consultant report [20 marks]

Question 6:

As a strategic management academic, you have been tasked to make a presentation on what sports teams whose operations are funded by the owners, member subscriptions, and public subsidies need to do to achieve financial sustainability.

Task: Prepare a summary of your recommendations.

[20 marks]

END OF PAPER