

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

NOV 2023

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 Adidas

Strengths <ul style="list-style-type: none"> • Strong brand equity • Innovation • Diversified product portfolio • Strategic partnerships and endorsements • Global presence and distribution network • Digital presence • Social responsibility and sustainability • Financial performance 	Weaknesses <ul style="list-style-type: none"> • Supply chain shortage • Small product line • Growing operating expenses • Dependence on the sports market • Outsourced manufacturing • Slow response to fast fashion trends • Limited presence in emerging markets • Expensive products
Opportunities <ul style="list-style-type: none"> • E-commerce • Gender-neutral • Growing sportswear industry • Demand for premium products • Using smart material • Expanding to emerging markets • Product diversification • Collaborations. 	Threats <ul style="list-style-type: none"> • Intense competition • Supplier Dominance • Fake Products • Economic Downturns • No Recognized Trademark • Changing Consumer Preferences • Lawsuits

Task:

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

Question 2:

The following information was extracted from the strategic plan of a National Olympic Sports Organization.

VISION	MISSION	CORE VALUES
We Personify Excellence and Olympic Values	We lead and facilitate the development of high-performance sport and ensure quality performance in international competitions.	Equity Teamwork Inclusivity Innovation Sportsmanship

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

Section B**Question 3:**

As a sports management specialist, you have been tasked to evaluate the current situation where almost every Zimbabwean sports organization irrespective of size, financial capacity, and economic environment is using the linear or conventional strategic management and make recommendations for improvement.

Task

Prepare a written your observations and recommendations. [20 marks]

Question 4:

As a Sports Management Professor, you have been asked to make a presentation at a workshop organized by the National Olympic Committee for all sports federations in the country focusing on how embracing psychological safety can enhance their strategic performance.

Task:

Prepare a draft of your presentation. [20 marks]

Question 5:

Assume you are a strategic management consultant and you have been approached by a local sports entity for advice on the strategic initiatives they need to adopt for financial sustainability.

Task:

Prepare a draft of your advisory report

[20 marks]

Question 6:

As a strategic management academic, you have been engaged by the Ministry of Sport in your country to make a presentation to representatives of all professional sports entities in the country on how they can use strategic ambiguity to turn around their fortunes and get them out of their current weak competitive positions.

Task:

Prepare a draft of your recommendations report.

[20 Marks]

END OF PAPER