



REFORMED CHURCH UNIVERSITY

FACULTY OF COMMERCE

Bachelor of Commerce Honours Degree in Business Management

Strategic Management and Business Policy

HBUM 436/HPAD 426 402

Part 4 Semester 2 Examination

Total Marks [100]

Date: December 2020

Time: 3 Hours

INSTRUCTIONS

1. This paper has *six (6)* questions
2. Answer question *one (1)* and *any other three (3)*
3. Each question carries *25 marks*
4. Start each question on a new page

1. Case study (Compulsory)

ZTA Tables Destination Zimbabwe Tourism Recovery Plan Post Covid-19:

Source: New Zimbabwe by Matabeleland North Correspondent.

THE Zimbabwe Tourism Authority (ZTA) is confident of a bounce back by the country's tourism sector in the wake of the Covid-19 outbreak that saw a drastic dip in business due to cancellation of trips by international travelers. ZTA acting chief executive Givemore Chidzidzi said Monday a number of initiatives which include investment in human capital and service excellence have been put in place in an effort to reboot the lucrative sector.

The ZTA boss said his Organisation was working on a tourism recovery strategy which encompassed views of a cross-section of the industry with a view to preparing itself for recovery post-Covid-19. Tourism in Zimbabwe and the rest of the world was severely hit by Covid-19 with almost all operators and hoteliers closing business. Thousands of jobs have also been lost and these include those in downstream industries.

In Zimbabwe particularly, operators had not recognized domestic tourism because of low returns from local clients. In an effort to position the sector for post-Covid-19, government and industry players are seeking ways of capacitating operators to salvage business and save jobs. Chidzidzi said the sector remains optimistic of a bounce back. "The aim is to develop an integrated approach to service excellence in the tourism sector. "We have to rationalize our efforts and develop a way of doing things that will guide service excellence in the sector and create an enabling environment for developing a positive customer service culture," said Chidzidzi. He said ZTA, industry and the Global Leadership Summit (GLS) had partnered to

host a service excellence training video conference on Wednesday as one of the initiatives to capacitate human capital.

The Webinar is targeting all tourism operators and interested parties should register by sending an email providing personal and organizational details to ncb@ztazim.co.zw. The conference is part of critical pillars of putting into practice the three-phased recovery plan which will be focusing on domestic, regional and international source markets.

GLS country director, Harold Chilowa said provision of exceptional customer experience in the tourism sector needs a coordinated approach. "An exceptional service excellence culture will not come by accident," he said. "It will come by design and time investment in learning from industry experts. "This is why we have decided to bring the best pair of hands in hospitality service excellence expertise in the form of Horst Schulze." Schulze, who in 1991 was recognized as a corporate hotelier of the world by Hotels Magazine, is the founder and chairman of the prestigious Capella Hotel Group with a chain of hotels, resorts, spas and residential properties in various countries

The tourism industry has been one of the worst-hit sectors by the coronavirus outbreak with hotels and operators falling to zero business resulting in workers being sent home. Acting ZTA chief executive Givemore Chidzidzi said the tourism sector needs a soft landing for it to be able to reopen. With international travel under lockdown, local tourism, as it is in other countries, will have to bank its recovery on domestic tourism which was over the years being undermined. Chidzidzi said domestic tourism can

contribute 30% to the total tourism receipts. “Domestic tourism is key in post Covid-19 tourism recovery efforts. The Tourism Recovery Plan seeks, to among other things, provide relief packages to affected tourism businesses including small businesses within the tourism value chain, save and secure jobs from being lost in the tourism value chain and reestablish contact with the local, regional and international tourism markets,” said Chidzidzi.

He was speaking after presenting the draft plan themed: “Supporting jobs, serving the national economy” in Harare. The plan guides the government, the tourism industry and other stakeholders on what measures each should take to address the negative effects of the Covid-19 on the tourism sector. “The draft plan will re-assure confidence in the marketplace and encourage visitors to travel to and within Zimbabwe thereby boosting tourist arrivals and tourism revenue.” ZTA plans to roll-out campaigns to market Zimbabwe’s tourism and reassure source markets that destination Zimbabwe remains a choice and it survived the Covid-19 pandemic.

- (a) What are the strategic issues in the case? (10)
 - (b) Are the proposed strategies sustainable considering that Covid-19 is not yet over? (10)
 - (c) Drawing upon relevant issues from the case, identify and explain risks and uncertainties that lie ahead of the intended tourism recovery strategy. (5)
2. The performance of a business depends on the environment in which it operates. Discuss. (25)
 3. Examine the applicability of **any two** strategic management models in Zimbabwe. (25)
 4. Evaluate the role of each of the following in strategic planning process:

- i. Strategic assessment/analysis. (5)
- ii. Strategic choice/options (5)
- iii. Strategic implementation (5)
- iv. Explain the relationship among (i), (ii) and (iii)? (10)
5. With reference to an organization of your choice, discuss the relevance of a Business policy. (25)
6. Examine the relevance of a balanced score-card as a model for strategy implementation in an organisation. (25)

End of Paper