



**REFORMED CHURCH UNIVERSITY**

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**FACULTY OF COMMERCE**

**BACHELOR OF COMMERCE HONOURS DEGREE IN HUMAN  
RESOURCES, INDUSTRIAL & LABOUR RELATIONS**

**STRATEGIC MANAGEMENT**

**HHRM 424**

**PART 4 SEMESTER 1**

**Total Marks [100]**

**DATE: OCTOBER 2024**

**Time: 3 Hours**

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**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

## QUESTION 1

DD Media is the Zimbabwe's premier public service broadcaster with more than 1,000 transmitters covering 90% of the country's population across an estimated 70 million homes. It has more than 20,000 employees managing its metro and regional channels. Recent years have seen growing competition from many private channels numbering more than 65, and the cable and satellite operators (C & S). The C & S network reaches nearly 3 million homes and is growing at a very fast rate. DD's business model is based on selling half-hour slots of commercial time to the programme producers and charging them a minimum guarantee. For instance, the present tariff for the first 20 episodes of a programme is ZWL \$30000 plus the cost of production of the programme. In exchange the producers get 780 seconds of commercial time that he can sell to advertisers and can generate revenue. Break-even point for producers, at the present rates, thus is ZWL\$ 75,000 for a 10 second advertising spot. Beyond 20 episodes, the minimum guarantee is 65 lakhs for which the producer has to charge ZWL \$1,15,000 for a 10 second spot in order to break-even. It is at this point the advertisers face a problem – the competitive rates for a 10 second spot is ZWL \$50,000. Producers are possessive about buying commercial time on DD. As a result, the DD's projected growth of revenue is only 6-10% as against 50-60% for the private sector channels. Software suppliers, advertisers and audiences are deserting DD owing to its unrealistic pricing policy. DD has three options before it. First, it should privatize, second, it should remain purely public service broadcaster and third, a middle path. The challenge seems to be to exploit DD's immense potential and emerge as a formidable player in the mass media.

### Required:

- i. In your view, explain the best option for DD? (10 marks)
- ii. Analyse the SWOT factors the DD has. (10 marks)
- iii. Assess why you think the proposed alternative is the best? (5 marks)

## QUESTION 2

Discuss any 5 strategies managers may use to overcome resistance to change in an organization of your choice.

(25 marks)

## QUESTION 3

Citing relevant examples, examine the applicability of the three-phase strategy model in the strategic management process.

(25 marks)

#### **QUESTION 4**

‘Porter’s five forces model is a key strategic tool that takes many organizations to greater heights’. Discuss. (25marks)

#### **QUESTION 5**

Discuss any 5 policies taken by the Government of Zimbabwe to improve the productivity and competitiveness of the Zimbabwean economy. (25 marks)

#### **QUESTION 6**

Discuss the role of corporate culture in the implementation of strategy.  
(25 marks)

**END OF PAPER**