



REFORMED CHURCH UNIVERSITY

FACULTY OF COMMERCE

**BACHELOR OF COMMERCE HONOURS DEGREE IN BANKING &
FINANCE**

STRATEGIC MANAGEMENT

HBAF 406

PART 4 SEMESTER 1

Total Marks [100]

DATE: APRIL 2024

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

QUESTION 1

THE ZIMCHICK INN (ZCI) BUSINESS ENTRY INTO MASHONALAND WEST

It has been said that many investors find it difficult or a trick exercise to set up business in MASHONALAND WEST. Zimbabwe decided to enter this market with their fast food business. Although the initial reception in Mungu was great, ZIMCHICK Inn (ZCI) still had a number of obstacles to overcome. The local people were uncomfortable with the idea of fast food and franchising. They saw fast food as artificial – especially with non-village chickens, and the process which is mechanical and unhealthy. ZCI's agency in the area - Western Café Fast Foods Limited, knew that it had to build trust in the ZCI brand and it went to Zimbabwe in Marondera to do it. There it filmed the most authentic version of the process possible. To show the philosophy of ZCI – the Marondera city hospitality and authentic home cooking, the agency first created the quintessential western African mother. With “My original ZIMCHICK Home” and local shona music playing in the background, showing a mother in a local traditional dress – the ‘Gogo’ making and feeding her grandchildren the ZCI chicken made with 11 secret spices. It conjured up scenes of good home cooking from the Central Province town of Harare where Zimbabwe originates delivered straight to the people of MASHONALAND WEST. In the end, the African people could not get enough of this special chicken made with 11 spices. The campaign was largely successful, and in less than 4 years, ZCI expanded its presence to all the towns in Mashonaland West Province across to Manicaland and Masvingo. Many people in MASHONALAND WEST now know the delicious chicken from the home of ZIMCHICK Inn by heart.

Required:

- (a) Discuss any four (4) strategies that may have been available to ZIMCHICK Inn to enter the Mashonaland West market. (10 marks)
- (b) Explain any five (5) promotion methods, ZIMCHICK Inn and any of its agents would use to make its targeted customers be aware of its product in MASHONALAND WEST. (9 marks)
- (c) Evaluate three benefits ZIMCHICK Inn would gain from the strategic alliance with Marondera City hospitality and authentic home cooking. (6 marks)

QUESTION 2

Discuss how environmental analysis can help organizations in Zimbabwe identify opportunities for growth and competitive advantage. (25 marks)

QUESTION 3

Explain the strategic management process in an organization of your choice. (25 Marks)

QUESTION 4

Advise how a firm could overcome the resistance to change which would arise if a particular solution is to be adopted. (25 Marks)

QUESTION 5

With reference to an organisation of your choice, discuss how you may use Michael Porters 5 Forces Model to gain competitive advantage. (25 Marks)

QUESTION 6

According to Porter, explain three generic strategies in multiple SBU firms. (25 marks)

END OF PAPER