



**ZIMBABWE EZEKIEL GUTI UNIVERSITY**

**FACULTY OF LAW, BUSINESS INTELLIGENCE AND  
ECONOMICS**

**DEPARTMENT OF ECONOMICS, MARKETING, AND ENTREPRENEURSHIP  
EXAMINATION PAPER**

**COURSE CODE** : MBA521  
**COURSE TITLE** : Strategic Management  
**SPECIAL REQUIREMENTS** : None  
**DURATION** : 3 Hours  
**LEVEL** : 5.1  
**DATE** : 29 JUL 2024

**INSTRUCTIONS TO CANDIDATES:**

1. No cell phones are allowed in the examination venue
2. Use of silent, non-programmable calculators is allowed
3. Answer ALL questions in Section A and any three (3) questions in Section B.
4. The number of marks for each question or part question is shown in brackets [ ]
5. Begin each answer on a new page.
6. **DO NOT OPEN THIS PAPER UNTIL THE INVIGILATOR INSTRUCTS YOU.**

## SECTION A

### QUESTION ONE

Read the case below and answer the questions that follow.

#### **Belarussian support anchors Zim wheat output**

ZIMBABWE is now in a strong position to produce surplus wheat for export leveraging on agriculture equipment support extended by Belarus, a top diplomat from Minsk said last week. Belarusian foreign affairs minister Sergey Aleinik who was in the country to attend the first session of the Zimbabwe-Belarus Joint Permanent Commission on Cooperation (JPCC) underscored that Harare was steadily improving its wheat production riding on the support it was receiving from Minsk.

Over the years, President Emmerson Mnangagwa's administration has cultivated ties with Belarusian President Aleksandr Lukashenko, culminating in the establishment of the JPCC between the two countries. Mnangagwa is expected to visit Belarus this year, where various investment and cooperation agreements will be signed as Harare and Minsk strengthen existing bilateral ties.

"We have concentrated on a number of successfully implemented projects, primarily in the field of agricultural mechanisation. This project was implemented in two phases," Aleinik said during a press conference held in the capital.

"From my point of view, the project is historic. It is a project that has enabled Zimbabwe to become self-sufficient in wheat production. And by the end of 2023, for the first time in its history, Zimbabwe started exporting wheat to other countries."

Trade volumes between Belarus and Zimbabwe have been rising, with the Eastern European country increasing its exports by 103% by the end of 2023. Zimbabwe's Foreign Affairs and International Trade minister Frederick Shava underscored that trade between the countries had multiplied eight-fold by 2023.

- a) Explain any two sources of competitive advantage from the case above. (10 marks)
- b) Make recommendation to a new agribusiness firm on strategic options available considering the announcement in the case above. (15 marks)

**SECTION B: ANSWER ANY THREE QUESTIONS**

**QUESTION TWO**

Examine the importance of value chains and value systems in terms of value addition.

**[25 marks]**

**QUESTION THREE**

Analyse ways a low cost leader corporation may defend its competitive position against each of the Porter's five market forces.

**[25 marks]**

**QUESTION FOUR**

Discuss the systematic process that may be observed in order to discover strengths and weaknesses.

**[25 marks]**

**QUESTION FIVE**

Demonstrate the importance of control in strategy implementation.

**[25 marks]**