



**HEBERT CHITEPO SCHOOL OF LAW AND BUSINESS SCIENCES**

**DEPARTMENT OF MANAGEMENT AND HOSPITALITY**

**BACHELOR OF COMMERCE DEGREE**

**LEVEL 1 SEMESTER 1**

**MAIN EXAMINATION**

**MODULE CODE**

**HHT111**

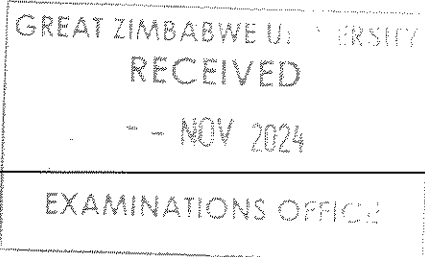
**MODULE NARRATION**

**INTRODUCTION TO TOURISM AND HOSPITALITY INDUSTRY**

**DATE**

**DURATION**

**3 HOURS**



**INSTRUCTIONS TO CANDIDATES:**

1. ANSWER ANY **FOUR** QUESTIONS
2. ALL QUESTIONS CARRY 25 MARKS
3. START EACH ANSWER ON A FRESH PAGE
4. AS MUCH AS POSSIBLE CITE RELEVANT EXAMPLES

### **QUESTION 1**

Discuss any **five (5)** economic impacts of tourism development in developing countries.

**[25 marks]**

### **QUESTION 2**

With the aid of a case study of your choice, elaborate Butler's (1980) Tourist Area Life Cycle.

**[25 marks]**

### **QUESTION 3**

With the aid of a destination amalgam concept, carry out an appraisal of one country in the SADC as a tourist destination.

**[25 marks]**

### **QUESTION 4**

Discuss any **five (5)** trends that are shaping the future of the tourism and hospitality industry.

**[25 marks]**

### **QUESTION 5**

As an appointed tourism consultant, recommend any **five (5)** strategies for reducing the negative tourism physical impacts at a National Park.

**[25 marks]**

### **QUESTION 6**

Elaborate the importance of measuring tourism demand in an economy of your choice

**[25 marks]**

**END OF PAPER**



**HERBERT CHITEPO SCHOOL OF LAW AND BUSINESS SCIENCES**

**MANAGEMENT AND HOSPITALITY DEPARTMENT**

**BACHELOR OF COMMERCE DEGREE**

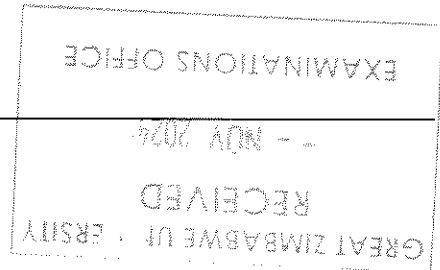
**LEVEL 1 SEMESTER 1**

**EXAMINATION QUESTION PAPER**

<b>MODULE CODE</b>	<b>HHT112</b>
<b>MODULE NARRATION</b>	<b>FINANCIAL ACCOUNTING FOR TOURISM AND HOSPITALITY INDUSTRY 1</b>
<b>DATE</b>	<b>2024</b>
<b>DURATION</b>	<b>3 HOURS</b>

**INSTRUCTIONS TO CANDIDATES:**

1. Answer ALL Questions and marks are as allocated
2. Non – programmable self-calculators may be used
3. Start each answer on a fresh page



### QUESTION 1

- a) Rodds Restaurant operates in Masvingo. The restaurant has the following business transactions for the month of February 2021

Date	Transaction
20x February 1	Started a restaurant business putting US \$ 30 000 into a business bank account
3	Bought restaurant equipment on credit from Meikles Stores US\$ 6 000
4	Withdrew US\$ 150 cash from the bank and placed it in the cash box
7	Bought a van paying by cheque US\$ 5000
10	Sold some equipment that was not needed at cost of US\$ 560 on credit to D Dareel
21	Bought kitchen utensils US\$1 300 to Game Ltd.
22	Caleb pays the amount owing US\$ 600 by cheque
26	Bought another van paying by cheque US\$ 4 300
28	Cash sales \$1500

### Required

a) You are required to prepare T-accounts for the above transactions in the books of Rodds Restaurant [13marks]

b) Identify and explain any six (6) possible users of tourism and hospitality accounting information [12marks]

[25 marks]

### QUESTION 2

Madeira Fast Foods operates at Masvingo City Centre. From the following business transactions recorded calculate the closing inventory that would be shown using:

- (i) FIFO [10marks]  
(ii) LIFO [10marks]

(iii) AVCO

[5marks]

Bought		Sold	
January	12@ \$5each	June	15@ \$8 each
May	8@ \$7each	November	17@ \$9each
September	15@ \$9 each		
October	12@ \$10each		

[25 marks]

### QUESTION 3

Granty Company records its transactions in a cashbook. It engaged in the following transactions during the month of March 2023.

**March 01:** Cash Balance \$2000, Bank Balance \$4800

02: Paid Rivers & Co. by cheque \$150

04: Received from Grey & Co. a cheque amounting to \$400

05: Deposited into bank the cheque received from Grey Company

08: Purchased stationery for cash \$30

10: Purchased goods for cash \$125

12: Cash deposited into bank \$300

13: Sold goods for cash \$1 600

15: Cash deposited into bank \$650

17: Withdrew from bank for personal expenses \$50

19: Issued a cheque for goods purchased \$550.

20: Drew from bank for office use \$200

22: Received a cheque from Morse & Co. and deposited it into the bank immediately \$750

25: Paid a cheque to Felix. \$135

26: Bought furniture for cash for office use \$170

28: Paid office rent by cheque \$250

29: Cash sales \$560

30: Paid salaries to employees by cheque \$500

**Required:** Record the above transactions in the correct cashbook and balance off. [25 Marks]

**QUESTION 4**

a) State and explain seven (7) types of errors that do not affect the balancing of a trial balance.

(15 marks)

b) Assume that you are a store's manager of TK hotel. Your job involves the procurement of various products to be used in the running of the hotel. Highlight any 5 reasons why one can return some of the goods to the suppliers

(10 marks)

**(25 marks)**

**END OF PAPER**



HERBERT CHITEPO SCHOOL OF LAW AND BUSINESS SCIENCES

MANAGEMENT AND HOSPITALITY DEPARTMENT

BACHELOR OF COMMERCE DEGREE

LEVEL 4 SEMESTER 2

EXAMINATION QUESTION PAPER

MODULE CODE

HHT 423

MODULE NARRATION

CREATIVE ARTS AND CULTURE

DATE

DURATION

3 HOURS

GREAT ZIMBABWE UNIVERSITY  
RECEIVED  
-- NOV 2024

EXAMINATIONS OFFICE

INSTRUCTIONS TO CANDIDATES:

1. ANSWER ANY FOUR(4) QUESTIONS
2. EACH QUESTION CARRIES 25 MARKS
3. START EACH ANSWER ON A FRESH PAGE
4. CITE RELEVANT EXAMPLES AS MUCH AS POSSIBLE

**QUESTION 1**

- a) Discuss the notion that the “intersection of creativity leverages creative arts to preserve cultural heritage and drive tourism growth. **[25 marks]**

**QUESTION 2**

- a) Explore ethical challenges for artists addressing sensitive topics, including censorship and cultural representation responsibilities. **[25 marks]**

**QUESTION 3**

- a) Unveil the socio-economic impacts of cultural tourism on local communities. **[25 marks]**

**QUESTION 4**

- a) Examine the role of technology and innovation in enhancing cultural tourism experiences. [12 marks]  
b) Discuss how emerging technologies such as virtual reality, augmented reality, and mobile applications can be utilised to promote cultural heritage while addressing challenges such as over-tourism and cultural preservation. [13marks]

**[25 marks]**

**QUESTION 5**

- a) Explain the concept of cultural diplomacy in tourism [10 marks]  
b) Discuss cultural diplomacy relevance to the creative arts and tourism. [15 marks]

**[25 marks]**

**QUESTION 6**

- a) Discuss the concept of carrying capacity in cultural tourism destinations and its role in achieving sustainable tourism development. [10marks]  
b) evaluate strategies for managing visitor flows and mitigating negative impacts on local communities and cultural resources. [15 marks]

**[25 marks]**

**END OF PAPER**



a. Analyse three (3) Key Result Areas (KRAs) for hotel managers demonstrating how they are related. [10 marks]

b. Assume that you are a manager of a five-star hotel. Recommend alternative revenue streams you would adopt to increase revenue for your hotel. [15 marks]

### **Question 2**

Analyse any five (5) forces that can impact hotel operations in Zimbabwe. [25 marks]

### **Question 3**

Discuss the key issues and challenges involved in managing hotel employees under the following headings:

a. sexual harassment

b. labour turnover

c. the glass ceiling phenomenon

d. employee pilferage

e. outsourcing

[25 marks]

### **Question 4**

With reference to suitable examples, discuss the arguments for and against the centralisation of functions within the hospitality industry. [25 marks]

### **Question 5**

a. Describe any five (5) performance metrics used in hotel operations. [5 marks]

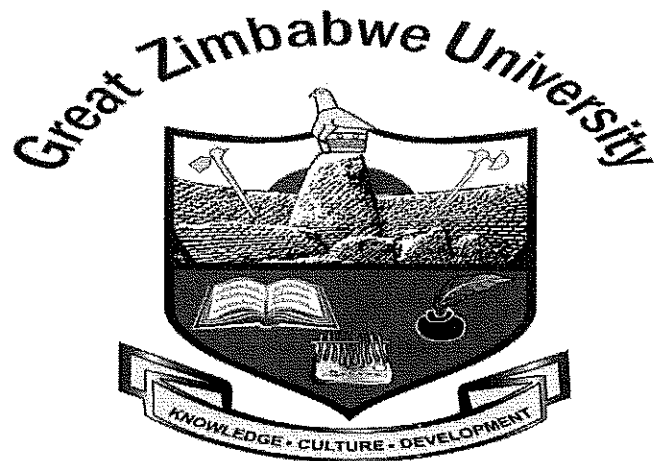
b. Assume that you are a hotel revenue manager. Discuss strategies you might use to manage capacity and maximize revenue in your hotel. [15 marks]

### **Question 6**

a. Suggest any five (5) service recovery strategies that can be employed in the hospitality industry. [10 marks]

b. Describe an instance in which you experienced (or delivered as an employee) an effective service recovery. In what ways did the hotel benefit in this particular situation?

[15 marks]



**Munhumutapa School of Commerce**  
**School of Hospitality, Tourism and Culture**

**Module Identity**

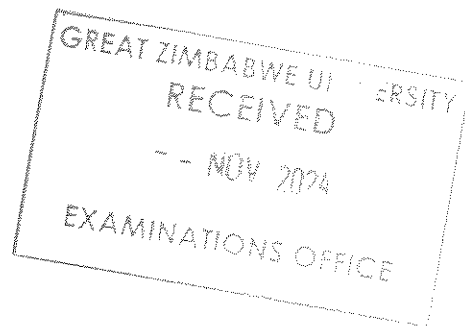
**HHT 414: Sustainable Tourism**

**Level: 4.1**

**Lecturer: Murevazvivi F M**

**Contacts: Email: [finnymurevazvivi@gzu.ac.zw](mailto:finnymurevazvivi@gzu.ac.zw)**

**Cell: 0779599331**



**QUESTION 1**

- a) Explain the term "alternative tourism." [5marks]
- b) Discuss any FOUR (4) forms of alternative tourism and clearly distinguish them from mass tourism. [20 Marks]

**QUESTION 3**

Discuss any SIX (6) principles of sustainable tourism according to The Worldwide Fund for Nature (WWF) and Tourism Concern (1991). [25 Marks]

### **QUESTION 3**

Magic Pentagon is a conceptual framework of sustainable tourism development. Using relevant examples, explain how the dimensions of the model can be adopted in order to achieve sustainable tourism. [25 Marks]

### **QUESTION 4**

With the aid of relevant examples, show how tourism principals are using the concept of green tourism for sustainable tourism to green wash tourism stakeholders in Zimbabwe. [25 Marks]

### **QUESTION 5**

Using relevant examples, explain the following important sustainable terms as they relate to tourism

- a) Limits of Acceptable Change (LAC) [10 marks]
- b) Carrying Capacity [15 marks]

### **QUESTION 6**

With the aid of relevant examples, explore any six justifications why tourism developers should advocate for sustainable tourism development in Zimbabwe. [25marks]



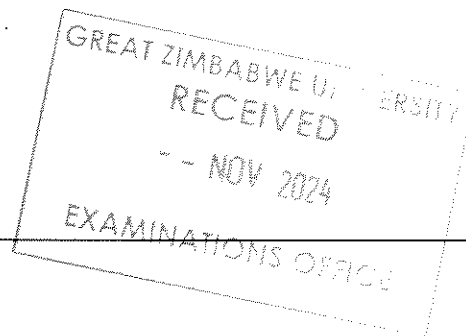
**MUNHUMUTAPA SCHOOL OF COMMERCE**  
**SCHOOL OF HOSPITALITY, TOURISM AND CULTURE**

**BACHELOR OF COMMERCE DEGREE**

**LEVEL 4 SEMESTER 1**

**MAIN EXAMINATION**

<b>MODULE CODE</b>	<b>HHT411</b>
<b>MODULE NARRATION</b>	<b>HUMAN RESOURCES MANAGEMENT IN TOURISM AND HOSPITALITY</b>
<b>DATE</b>	
<b>DURATION</b>	<b>3 HOURS</b>



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**INSTRUCTIONS TO CANDIDATES:**

1. ANSWER ANY FOUR QUESTIONS
2. EACH QUESTION CARRIES 25 MARKS
3. START EACH ANSWER ON A FRESH PAGE
4. CITE RELEVANT EXAMPLES AS MUCH AS POSSIBLE

### **QUESTION 1**

Describe the nature of human resource management focusing on its main objectives, functions and activities. **[25 marks]**

### **QUESTION 2**

Discuss the human resource planning process highlighting its importance to a tourism and hospitality organisation citing relevant examples. **[25 marks]**

### **QUESTION 3**

Discuss any **five (5)** causes of conflicts in any tourism and hospitality organization of your choice highlighting conflict resolution measures that can be used by managers.

**[25 marks]**

### **QUESTION 4**

Employee motivation is important in the Tourism and hospitality industry. Citing a motivation theory of your choice, explain its applicability to hospitality human resource management. **[25 marks]** **[25 marks]**

### **QUESTION 5**

Justify why staff training is frequently seen as key to the on-going development and success of tourism and hospitality businesses. **[25 marks]**

### **QUESTION 6**

Citing relevant examples, explain any **five (5)** external environment factors that affect hospitality human resource managers. **[25 marks]**

**END OF PAPER**



**HERBERT CHITEPO SCHOOL OF LAW AND  
BUSINESS SCIENCES**

**MANAGEMENT AND HOSPITALITY**

**BACHELOR OF COMMERCE DEGREE**

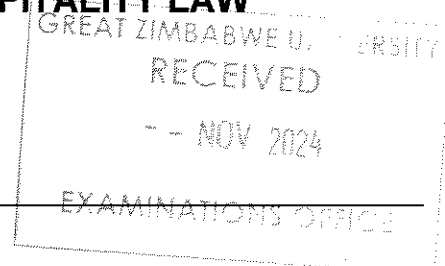
**LEVEL 4 SEMESTER 2**

**EXAMINATION QUESTION PAPER 2**

**MODULE CODE                    HHT225**

**MODULE NARRATION        TOURISM AND HOSPITALITY LAW**

**DURATION                        3 HOURS**



**INSTRUCTIONS TO CANDIDATES:**

- 1. ANSWER ANY FOUR (4) QUESTIONS AND EACH QUESTION CARRIES 25 MARKS**
- 2. START EACH ANSWER ON A FRESH PAGE**
- 3. AS MUCH AS POSSIBLE CITE RELEVANT EXAMPLES**

## **QUESTION 1**

- a) Discuss custom as a source of law **(15 marks)**
- b) Distinguish between duress and undue influence **(10 marks)**

## **QUESTION 2**

Discuss any five ways in which a partnership may terminate. **[25 marks]**

## **QUESTION 3**

“The supply of most, if not all travel and tourism products and services is subject to or influenced by an ever increasing variety of legislation” (Grant D, 2003).

In view of the above statement, discuss the applicability of any 5 legislations in the tourism and hospitality industry. **[25 marks]**

## **QUESTION 4**

a) Explain the various ways in which risk can be passed from the seller to the buyer in a sale contract. **[10 marks]**

b) Under what circumstances and how can a buyer be compensated in the event of a breach of sale contract? **[15 marks]**

## **QUESTION 5**

Discuss any five ways that may lead to the formation of agency. **[25 marks]**

## **QUESTION 6**

Using examples, explain the Common Law obligations for all leases. **[25 Marks]**

**END OF PAPER**



**MUNHUMUTAPA SCHOOL OF COMMERCE**  
*Department of Management Studies*

**MAIN EXAMINATION PAPER**

**BACHELOR OF COMMERCE**

**PART 2 SEMESTER 2**

**MODULE NARRATION**

**TOURISM AND HOSPITALITY  
DIGITAL MARKETING**

**CODE**

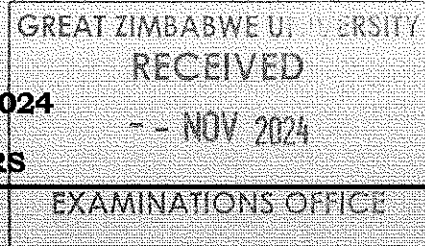
**HHT224**

**DATE**

**JUNE 2024**

**DURATION**

**3 HOURS**



**INSTRUCTIONS TO CANDIDATES**

1. ANSWER ALL **QUESTIONS** IN **SECTION A** AND ANY **THREE (3)** QUESTIONS FROM **SECTION B**
2. **ALL QUESTIONS IN SECTION A CARRY 2 MARKS EACH** AND **ALL OTHER QUESTIONS CARRY 20 MARKS EACH**
3. AS MUCH AS POSSIBLE **CITE RELEVANT EXAMPLES**
4. **THIRTY MINUTES (30)** READING TIME FOR CASE STUDY

**THIS SECTION IS COMPULSORY**

**ANSWER ALL MULTIPLE CHOICE QUESTIONS**

1. Information architecture refers to.....?

- A. A measure of how easy a system is to use.
- B. The way data and content are organised, structured and labeled to support usability
- C. The way information is used.
- D. The way content is created and distributed.

2. An examination and evaluation of the existing content which a brand publishes is referred to as .....

- A. Branding
- B. SEO
- C. Editing
- D. Content audit

3. .... is a marketing technique of creating and distributing relevant and valuable content to attract, acquire, and engage a clearly defined and understood target audience – with the objective of driving profitable customer action?

- A. Video marketing
- B. Viral marketing
- C. Ad marketing
- D. Content marketing

4. CTA stands for?

- A. Call to action
- B. Called to act
- C. Communication technology assurance
- D. Content trading association

5. Content strategy can be defined as?

- A. An examination and evaluation of existing content on a website
- B. The content that appears on a screen without a user having to scroll.
- C. A plan that outlines what content is needed for a web project and when and how it will be created.

D. The degree to which a website is available to users with physical challenges or technical limitations.

6. Online User Experience(UX) can be divided into two broad categories, which are Functional UX and Creative UX.

A. True

B. False

7. The following are qualities that make up good User experience(UX) Except?

A. Credibility

B. Accessibility

C. Usability

D. Dependability

8. URL stands for?

A. University result limit

B. Uniform resource locator

C. Unilateral resource locator

D. Uniform resource link

9. Website domains that have .ac are used by?

A. Non-governmental organisations

B. Not for profit organisations

C. Country organisations

D. Academic institutions

10. SEO stands for?

A. Simple engine optimisation

B. Search engine optimisation

C. Super engine optimisation

D. Serial engine optimisation

11. The other name for SEO is?

A. Organic optimisation

B. Artificial optimisation

C. Guided optimisation

D. Random optimisation

12. Tags that tell search engine spiders what exactly a web page is about are called?

A. Meta tags

B. Beta tags

C. Link tags

D. Nano tags

13. The following are objectives of online advertising

A. Building brand awareness,

B. Creating demand,

C. satisfying demand, driving direct response and sales

D. Building brand awareness, creating demand, satisfying demand, driving direct response and sales

14.CPM is a payment model for online advertising which stands for?

A. Cost per month

B. Cost per thousand impressions

C. Cost per minutes

D. Cost per mouse

15. A person who produces regular web videos about a chosen topic on a video-enabled blog is known as a?

A. Blogger

B. Vlogger

C. Video creator

D. Video producer

16. What is micro blogging?

A. The practice of publishing brief text, image and video updates, usually limited to between 140 and 200 characters.

B. Blogging at a micro level

C. Blogging in the micro environment

D. Blogging at a micro scale

17. The following is an example of a micro blogging site?

A. Facebook

B. LinkedIn

C. Skype

D. Twitter

18. Hard and soft bounces are associated with?

A. Video marketing

B. Viral marketing

C. Blog marketing

D. Email marketing

19. Open rate refers to the?

A. The percentage of emails determined as opened out of the total number of emails sent.

B. Speed with which emails are opened.

C. Number of times the email is opened

D. Frequency of opening email

20. In order to test the success of your website, you need to remember the TAO of conversion optimisation. What is the meaning of TAO?

A. Track – Analyse – Optimise

B. Train – Analyse – Optimise

C. Track – Assure – Optimise

D. Train – Assure – Optimise

## **SECTION B**

### **ANSWER ANY 3 QUESTIONS**

#### **QUESTION 1**

As the Digital marketing manager of a 5 star hotel, you have made up your mind to start a Blog for your organisation; however you have been facing some resistance from the General Manager who does not see any value of the blog to the organisation. You are required to explain the benefits of blogging to the General Manager in order to get his support and approval to proceed with the blog. ( 20 marks)

#### **QUESTION 2**

Explain the 5 main ways Facebook can boost business? ( 10 marks)

List 5 Twitter tools that that you know? (5 marks)

What are the 5 commonly used social media platforms in Zimbabwe (5marks)

**QUESTION 3**

Discuss the benefits of web based marketing compared to traditional marketing. (20MARKS)

**QUESTION 4**

What is email marketing ? (2marks)

What is SPAM in email marketing?(2marks)

As a Digital marketer, how would avoid sending SPAM email to your target customers? (6 marks)

Describe some of the benefits of email marketing to an organisation. (10 marks)

**QUESTION 5**

What are the different types of online advertising opportunities that are available? (10 marks)

What are some of the goals of online advertising? (5marks)

What are the three steps to developing an online advertising strategy?(5 marks)

**THE END**



**HERBERT CHITEPO SCHOOL OF LAW AND  
BUSINESS SCIENCES**

**MANAGEMENT AND HOSPITALITY**

**BACHELOR OF COMMERCE HONOURS DEGREE**

**LEVEL 2 SEMESTER 1**

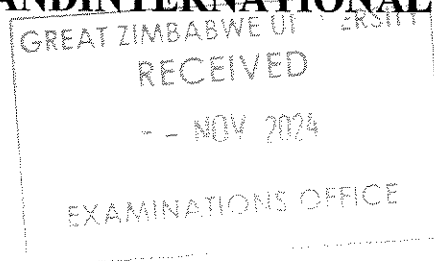
**EXAMINATION QUESTION PAPER**

**MODULE CODE                    HHT 212**

**MODULE NARRATION    REGIONAL AND INTERNATIONAL  
TOURISM**

**DATE**

**DURATION                    3 HOURS**



**INSTRUCTIONS TO CANDIDATES:**

1. ANSWER ANY FOUR QUESTIONS
2. ALL QUESTIONS CARRY 25 MARKS
3. START EACH ANSWER ON A FRESH PAGE
4. AS MUCH AS POSSIBLE CITE RELEVANT EXAMPLES

### **QUESTION 1**

As an international tourism consultant, discuss the impacts of COVID-19 pandemic in the development of international tourism. [25 marks]

### **QUESTION 2**

Discuss the assertion that globalization presents opportunities for development of international tourism. [25marks]

### **QUESTION 3**

Using relevant cases, justify the importance of regional tourism blocks in the development of regional tourism [25 marks]

### **QUESTION 4**

Discuss the assertion that tourism in Southern Africa has not received appropriate attention from governments. [25marks]

### **QUESTION 5**

As an international tourism consultant, advise the government of Zimbabwe on what can be done to promote international tourism [25 marks]

### **QUESTION 6**

Examine the importance of ecotourism initiative in the development of regional and international tourism [25 marks]

**END OF PAPER**



### **QUESTION 1**

a) As a cultural heritage site manager, recommend conditions necessary for the success of cultural heritage tourism in Masvingo. [5 marks]

b) Discuss any five (5) sub categories of culture and heritage tourism giving practical examples. [20 marks]

**[25 marks]**

### **QUESTION 2**

Evaluate the contribution of culture and heritage tourism to the tourism industry and the country at large. [25 marks]

### **QUESTION 3**

a) Explain the importance of being certified as UNESCO World Heritage Centre. [5 marks]

b) Discuss global trends in the management of cultural and heritage tourism products.

[20 marks]

**[25 marks]**

### **QUESTION 4**

a) Identify five ideal features of the cultural tourism market that managers of cultural and heritage sites may target. [5 marks]

b) Demonstrate how elements of the extended marketing mix can be applied in the marketing of culture and heritage tourism sites. [20 marks]

**[25 marks]**

### **QUESTION 5**

Explain any five factors hindering cultural and heritage tourism development in Zimbabwe. Propose solutions to the hindrances mentioned in your answer. [25 marks]

### **QUESTION 6**

Discuss any five strategies used to manage negative visitor impacts at a cultural and heritage site of your choice. [25 marks]

**END OF PAPER**



### QUESTION 1

With the aid of a case study of your choice, elaborate on the role of the following;

- a. Mission statement (9marks)
  - b. Vision statement and, (8marks)
  - c. Values in the hospitality company's P-O-L-C framework (8marks)
- [25 marks]**

### QUESTION 2

- a. Distinguish groups from teams (10marks)
  - b. Using the Tuckman (1965) model, describe the group development process (15marks)
- [25 marks]**

### QUESTION 3

Henry Mintzberg identified three (3) roles that managers have to play in an organisation. With the aid of examples, elaborate in detail each of the roles within the tourism and hospitality context.

**[25 marks]**

### QUESTION 4

Discuss the relevance of Deming's fourteen (14) points of management in the tourism and hospitality organization.

**[25 marks]**

### QUESTION 5

As one of the tourism and hospitality trainee managers based in Zimbabwe;

- a. Elaborate on the **four** (4) major causes of absenteeism at the work place (16marks)
  - b. Proffer any **three** (3) innovative strategies to minimize the level of absenteeism in the tourism and hospitality sector identified above. (9marks)
- [25 marks]**

## QUESTION 6

- a. As a tourism consultant, elaborate on any **FOUR (4)** external causes of change in the organisation. (12marks)
- b. From the above identified external causes of change, proffer possible strategies for the management. (13marks)

**[25 marks]**

**END OF PAPER**



**HEBERT CHITEPO SCHOOL OF LAW AND BUSINESS SCIENCES**

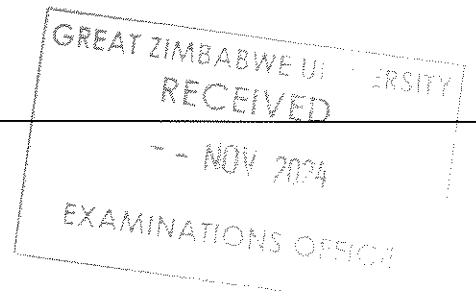
**DEPARTMENT OF MANAGEMENT AND HOSPITALITY**

**BACHELOR OF COMMERCE DEGREE**

**LEVEL 1 SEMESTER 2**

**MAIN EXAMINATION**

<b>MODULE CODE</b>	<b>HHT126</b>
<b>MODULE NARRATION</b>	<b>TOURISM OPERATIONS MANAGEMENT</b>
<b>DATE</b>	
<b>DURATION</b>	<b>3 HOURS</b>



**INSTRUCTIONS TO CANDIDATES:**

- 1. ANSWER ANY FOUR QUESTIONS**
- 2. ALL QUESTIONS CARRY 25 MARKS**
- 3. START EACH ANSWER ON A FRESH PAGE**
- 4. AS MUCH AS POSSIBLE CITE RELEVANT EXAMPLES**

### QUESTION 1

a. Explain the term “*package tour*”. [5marks]

b. Elaborate any **FIVE (5)** features of all packaged tours. [20marks]

[25 marks]

### QUESTION 2

Discuss the importance of IATA in the global tourism industry. [25 marks]

### QUESTION 3

Analyse any **eight (8)** roles of travel agents as retailers in the tourism and hospitality distribution channel. [25 marks]

### QUESTION 4

a. Outline any **FIVE (5)** main requirements prescribed by the Zimbabwe Tourism Authority for the approval of travel operations. [5marks]

b. Give a detailed account of any/the **FOUR (4)** types of travel agents. [20marks]

[25 marks]

### QUESTION 5

As a Hospitality, Tourism and Culture Consultant, advise new travel agents on the best procedure for handling tourist complaints in the travel sector. [25 marks]

### QUESTION 6

i. Give a detailed account of the following;

a. Specialist tour operators [9marks]

b. Incoming or Inbound tour operator [9marks]

ii. As a tour planner, design a seven (7) day itinerary of a group of tourists from China coming to visit Masvingo Province. [7marks]

[25 marks]

**END OF PAPER**



HERBERT CHITEPO SCHOOL OF LAW AND BUSINESS SCIENCES

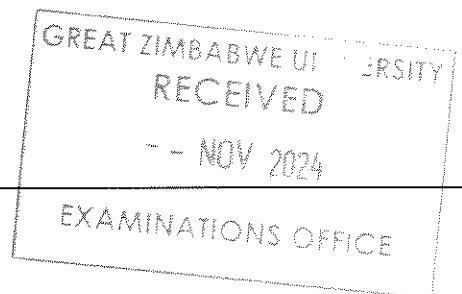
**MANAGEMENT AND HOSPITALITY DEPARTMENT**

**BACHELOR OF COMMERCE DEGREE**

**LEVEL 1 SEMESTER 1**

**EXAMINATION QUESTION PAPER**

<b>MODULE CODE</b>	<b>HHT 122</b>
<b>MODULE NARRATION</b>	<b>AFRICAN CULTURES IN TOURISM AND HOSPITALITY</b>
<b>DATE</b>	<b>JUNE 2024</b>
<b>DURATION</b>	<b>3 HOURS</b>



**INSTRUCTIONS TO CANDIDATES:**

- 1. ANSWER ANY FOUR(4) QUESTIONS**
- 2. EACH QUESTION CARRIES 25 MARKS**
- 3. START EACH ANSWER ON A FRESH PAGE**
- 4. CITE RELEVANT EXAMPLES AS MUCH AS POSSIBLE**

## **Section A**

1. With the aid of relevant examples, discuss how cultural tourism can be harnessed as a socio-economic tool for community development. **[25 marks]**
2. Valene Smith (1989) distinguishes between the main forms of tourism. List and discuss the characteristics of each form. **[25 marks]**
3. Discuss cultural tourism marketing mix elements and how they can be of use in the cultural tourism destination marketing in Africa. **[25 marks]**

## **Section B**

4. Using relevant examples, explain the role of each of the four A's in the assessment of cultural attractions in Africa. **[25 marks]**
5. Differentiate between the roles that push and pull factors play in creating a demand for cultural tourism in Africa. **[25 marks]**
6. With the aid of examples, critically assess the socio-cultural impacts of tourism in any African country of your choice. **[25 marks]**

**END OF PAPER**



**HEBERT CHITEPO SCHOOL OF LAW AND BUSINESS SCIENCES**

**DEPARTMENT OF ECONOMICS & FINANCE**

**BACHELOR OF COMMERCE DEGREE**

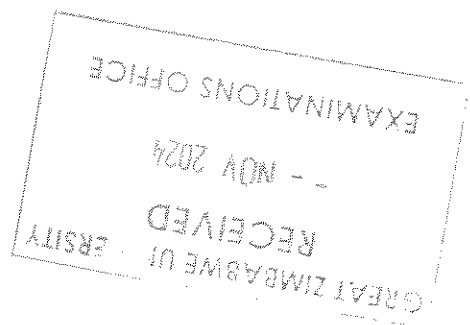
**LEVEL 1 SEMESTER 1**

**EXAMINATION QUESTION PAPER**

<b>MODULE CODE</b>	<b>HHT113</b>
<b>MODULE NARRATION</b>	<b>TOURISM AND HOSPITALITY ECONOMICS</b>
<b>DATE</b>	<b>2024</b>
<b>DURATION</b>	<b>3 HOURS</b>

**INSTRUCTIONS TO CANDIDATES:**

- 1. Answer any four questions**
- 2. All questions carry equal marks**
- 3. Start each answer on a fresh page**
- 4. Show all workings where applicable**



### QUESTION 1

- a) Explain with the help of a production possibility curve diagram(s) how a decision to re-allocate resources in an economy to produce more capital goods and fewer consumer goods would affect consumers in both the short run and the long run.

[10 marks]

- b) Discuss whether the transition from a planned economy to a market economy will always benefit consumers

[15 marks]

[Total 25 marks]

### QUESTION 2

A government's decision to move from a fixed exchange rate to a free market floating exchange rate will solve the problem of unemployment in the short run but will cause higher rates of inflation in the long run.

Evaluate this statement.

[Total 25 marks]

### QUESTION 3

- (a) State any five importance of national income accounts. [5 marks]

- (b) Explain any five limitations of using national income as a measure of welfare.

[20 marks]

[Total 25 marks]

### QUESTION 4

Discuss the ways in which fiscal policy and monetary policy can be used to increase the aggregate supply of products in an economy and analyze whether each approach is likely to be effective.

[Total 25 marks]

### QUESTION 5

- (a) Distinguish between structural and frictional unemployment. Consider which would be likely to have the greater negative effect on an economy. [12 marks]

- (b) Assess the view that supply-side policies are the most effective way to solve the problem of structural unemployment. [13 marks]

[Total 25 marks]



**HERBERT CHITEPO SCHOOL OF LAW AND BUSINESS SCIENCES**  
*Department of Management and Hospitality*

**EXAMINATION PAPER**

**MASTER OF COMMERCE**

**PART 1 SEMESTER 1**

**MODULE NARRATION**

**MANAGEMENT OF ORGANIZATIONAL  
BEHAVIOUR**

**CODE**

**MSM612**

**DATE**

**2024**

**DURATION**

**3 ½ HOURS**

GREAT ZIMBABWE UNIVERSITY  
EXAMINATIONS OFFICE  
- - NOV 2024  
P. O. BOX 1235, MASVINGO,  
ZIMBABWE  
TEL: (039) 266672

1. SECTION **A** IS COMPULSORY
2. ANSWER **ANY THREE** QUESTIONS IN SECTION B
3. AS MUCH AS POSSIBLE **CITE RELEVANT** EXAMPLES

## **SECTION A: COMPULSORY AND CARRIES 40 MARKS**

### **Subcultures, professional cultures and the power balances in the National Health Service**

There are few organisations where differences between definable groups are more strongly evidenced than in the National Health Service (NHS) in the United Kingdom, Europe's largest employing organisation. Despite the claims that medical personnel work as a care team to ensure quality patient care, numerous subcultures exist and strive for power. A complex 'pecking order' ensures that each group struggles to maintain or enhance its power base. This is not normally an overt, planned and callous undertaking (although it can be), but an ongoing subtle process maintaining or securing the relative power imbalances.

In a typical hospital ward, for example, there are cleaners or domestics, ward clerks, assistant nurses, staff nurses, sisters, junior doctors, registrars and consultants. Additionally, patients on that ward are often visited by physiotherapists and radiologists, to name just two of the many professions allied to medicine (PAMs), and rely on pharmacists and numerous specialists to ensure recovery and quality treatment. Each of these groups represents a professional subculture in the broader hospital culture or medical community. Power differentials exist and are often obvious. These differentials are based on many of the sources of power, such as access to resources, expertise, legitimate power, access to information and to networks and coalition building.

Of additional interest is the complexity of power interdependencies in NHS hospitals and the role and power position of managers and managerialism. Managerialism, promoted by government-inspired reforms, has enhanced the power of managers with the result that managerial pay, particularly at senior levels, has increased more rapidly than that of, for example, nurses (a relatively powerless group), and their influence has increased significantly. Nurses have attempted to address this position by union or association action (e.g. by Unison and/or the Royal College of Nursing). The same is true regarding junior doctors who have engaged NHS and government reforms often with outrage, leading to strike action in 2016.

Between these professional subcultures, rituals, medical jargon and precedent are all used to hold on to power and to reinforce existing social divisions. Only certain grades of personnel or those holding particular qualifications are allowed to conduct certain tasks. Demarcation between groups, even when there is little or no rational reason for it, is strong and pervasive. Attempts to remove differences are fraught with difficulties. For example, a recent attempt at a Midlands hospital to issue identical uniforms and to unify pay levels for ward-based domestics, ward clerks and unqualified assistant nurses was greeted with considerable opposition, particularly from ward clerks, who consider the clerical responsibilities they hold to be greater than the domestic responsibilities of cleaners. The uniform symbolised that change, and although the staff chose the actual uniform, it was almost universally disliked (except by many of the ex-domestics who were net gainers in the change).

1.

- a) Suggest a possible vision statement for National Health Service and justify. **(5marks)**
- b) Demonstrate the importance of a mission statement to National Health Service. **(10 marks)**

c) Why do power differentials exist in an organization? (12 marks)

d) Recommend strategies that National Health Service could adopt to deal with social divisions. (13 marks)

**SECTION B: [60 MARKS] ANSWER ANY THREE QUESTIONS ONLY**

2. Discuss why culture can make one group of people behave, think and even look different from another. (20)

3. Critique the merits of any change to multi-skilled teams with practical examples. (20)

4. Using an industry with which you are familiar, examine the sources and bases of power of each of the main players. (20 marks)

5. Critically evaluate how organisational structures affect the levels of innovation and creativity shown by employees. (20)

6. Assess some of the factors that influence organizational structures. (20)



**MUNHUMUTAPA SCHOOL OF COMMERCE**  
*Department of Management and Hospitality*

**BACHELOR OF COMMERCE**

**PART 2 SEMESTER 1**

**MODULE NARRATION**

**PRINCIPLES OF MANAGEMENT**

**CODE**

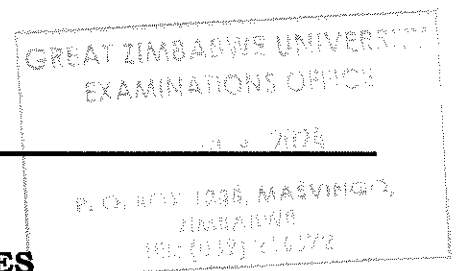
**HBM211-3**

**DATE**

**2024**

**TIME**

**3 HOURS**



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**INSTRUCTIONS TO CANDIDATES**

1. SECTION A CARRIES 25 MARKS AND COMPULSORY CASE STUDY
2. SECTION B COMPRISES FIVE QUESTIONS EACH CARRYING 25 MARKS. ANSWER THREE (3) QUESTION ONLY.

## **SECTION A: COMPULSORY CASE STUDY: HBM211-3**

**Read the case study provided and answer the following question(s)**

### **The value of information**

The government is to spend US\$2.3bn modernizing the National Health Service's information structure over the next three years. The figures are below the immediate doubling in IT spending that Dee Mashie, the government's health adviser, said was 'a plausible view' of what the NHS needed to spend to provide patients with booked admissions, an electronic patient record, e-prescribing, digital X-rays and imaging, and the other elements of a health service that took full advantage of modern information and communications technology. In his first interview since taking up his post in October, Mr Chamu, the new NHS IT chief, said that not until later this year, 'when I have bids from suppliers that have completion risk and performance risk clearly attached to their proposals, will I know the exact timetable'.

#### **Question 1**

(i) The expenditure described above will lead to the provision of better information in the National Health Service. To what extent is the value of the information quantifiable? [15marks]

(ii) Is it possible to estimate the cost effectiveness of a project such as this, considering both the expenditure and the value of the information obtained? [10marks]

## **SECTION B: ANSWER ANY THREE QUESTIONS**

### **QUESTION 2**

Assess the information required to aid business decision making in an organisation [25 Marks]

### **Question 3**

Employ the framework of a systems approach to evaluate the information requirements of more complex systems [25 Marks]

### **QUESTION 4**

Assess the cost and value of information in an organisation [25 Marks]

### **QUESTION 5**

Define the Internet and explain the historical developments that have led to the Internet of today [25 Marks]

### **QUESTION 6**

Analyse the organizational benefits and drawbacks of distributed systems [25 marks]



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*Department of Management and Hospitality*

**BACHELOR OF COMMERCE**

**PART 2 SEMESTER 1**

**MODULE NARRATION**

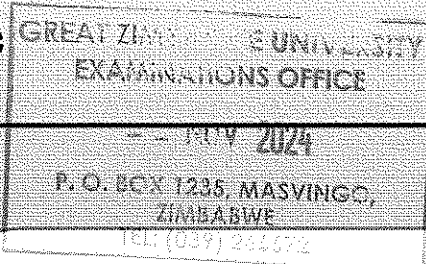
**SALES MANAGEMENT**

**CODE**

**HMM214**

**DATE**

**2024**



**INSTRUCTIONS TO CANDIDATES**

1. ANSWER **QUESTION 1** IN **SECTION A** AND ANY **ONE (3)** QUESTIONS FROM **SECTION B**
2. **QUESTION ONE (1)** CARRIES **40 MARKS** AND **ALL OTHER** QUESTIONS **CARRY 20 MARKS** EACH
3. AS MUCH AS POSSIBLE **CITE RELEVANT** EXAMPLES

**CASE STUDY: MACLAREN TYRES LIMITED**

Maclaren Tyres is a company involved in the import and marketing of car tyres manufactured in Asia. David Maclaren established the business in 1990 when a friend living in Singapore told him of the supply of tyres from that area which substantially undercut European prices. Although Asian tyres were not as long lasting as European ones (average 18 000miles compared with 25 000miles), they were produced to a high standard which meant that problems like weak spots, cracks and leaks were no more serious than with European tyres. Maclaren BELIEVED THAT A VIABLE TARGET Market existed for the sale of these tyres in the United Kingdom. He was of the opinion that a substantial number of people were interested primarily in the purchase price of tyres. The price-sensitive target market could roughly be described as the mid-lower income family that owned a second-hand car which was over three years old. He decided to buy a consignment of tyres and visited tyre centers to sell them. Initially business was slow but gradually, as distributors began to believe in the quality of the tyres, sales grew. Maclaren was general manager and had recruited five salespeople to handle the sales function. A brief personal profile produced by Maclaren of each of his salespeople is given below.

**Profile of Maclaren Salespeople**

**Peter Killick.** Joined the company five years ago. Has an HND (Business Studies) and previously worked as an insurance salesperson for two years. Aged 27. Handles the Tyneside area. Gregarious and extrovert.

**Gary Olford.** Joined the company three years ago. No formal qualification but sound track record as a car salesperson and, later as a toy sales representative. Aged 35. Handles the Manchester/Liverpool area. Appears to be hard working but lacks initiative.

**Barrie Wilson.** Joined the company at the same time as Olford. Has an HNC (Mechanical Engineering). Was a technical representative for an engineering firm. Aged 28. Handles London area. Appears to enjoy his work but lacks the necessary ‘push’ to be really successful in selling.

**Ron Haynes.** Joined the company three years ago. Has a degree in Industrial Technology. Previous experience includes selling bathroom suites and textile fabrics. Aged 29. Covers the Birmingham area. Appears to lack enthusiasm but sales record is about average.

**Kevin Harris.** Joined Maclaren Limited two years ago. Has a degree in Business Studies. Only previous experience was as a marketing assistant during the industrial training period of his degree. Aged 25. Handles the Bristol area. Keen but still very raw.

**Sales Force Evaluation**

	Sales(\$000s)	Gross Margin (\$000s)	Live Accounts	Calls Made	Number of different customers called upon
Killick(Tyneside)	298	101	222	1 472	441
Olford(Lancashire)	589	191	333	1 463	432
Wilson(London)	391	121	235	1 321	402
Haynes(Birmingham)	440	132	181	1 152	211
Harris(Bristol)	240	65	296	1 396	421

**Sales Force Data**

Maclaren decided that time had come to look in detail at the sales records of his sales representatives. His plan was to complete a series of statistics that would be useful in evaluating their performance. Basic data for the last year to each salesperson are given below. Market data from trade sources and from knowledge of the working boundaries each salesperson operated in. Maclaren was able to produce estimates of the number of potential accounts and territory potential for each area.

**Number of Potential Accounts and Territory Potential(\$000s)**

	No. of potential accounts	Territory potential(\$000s)
Killick(Tyneside)	503	34 620
Olford(Lancashire)	524	36 360
Wilson(London)	711	62 100
Haynes(Birmingham)	483	43 800
Harris(Bristol)	462	38 620

**SECTION A: COMPULSORY (ANSWER ALL QUESTIONS IN THIS SECTION)**

**QUESTION 1**

- 1.1. Evaluate the performance of each of Maclaren's salespeople. [20 marks]
- 1.2. What further information is needed to produce a more complete and comprehensive appraisal? [10 marks]
- 1.3. What action would you take based on the evaluation of the salespeople? [10 marks]

**SECTION B**

**ANSWER ANY THREE QUESTIONS**

**QUESTION 2**

You have been appointed the new regional sales representative for Masvingo for Softex Tissue products. Describe in detail with practical examples how you will execute your selling duties. [20 marks]

**QUESTION 3**

Describe the different approaches that a sales representative can use to counter objectives raised by a prospect during a personal selling encounter. (20marks)

**QUESTION 4**

Discuss, using examples, factors that a company will consider when selecting or reappraising sales channels. (20marks)

**QUESTION 5**

Write briefly on the following:

5.1 Sales targets ([5marks)

5.2 Sales Quotas (5marks)

5.3 Sales territories (5marks)

5.4 Sales incentives (5marks)

**QUESTION 6**

How do the legal environment factors affect the role of sales management in Zimbabwe?  
(20marks)

**End of examination paper.**



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*Department of Management and Hospitality*

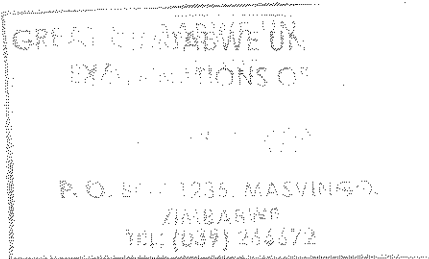
**BACHELOR OF COMMERCE**

**PART 4 SEMESTER 2**

**MODULE NARRATION**

**BRAND MANAGEMENT**

**CODE**



**HMM 423-2**

**DATE**

**2024**

**TIME**

**3 HOURS**

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**INSTRUCTIONS TO CANDIDATES**

1. SECTION A CARRIES 25 MARKS AND COMPULSORY CASE STUDY
2. SECTION B COMPRISES FIVE QUESTIONS EACH CARRYING 25 MARKS. ANSWER THREE (3) QUESTION ONLY.

## **SECTION A: CASE STUDY: HMM 423-2 [COMPULSORY]**

**Read the case study provided and answer the following question(s)**

### **Olivine Zimbabwe**

Olivine is one of the largest manufacturing companies of fast moving consumer goods in Zimbabwe. Having been formed in 1931, Olivine is a producer of margarines, candles, bakers' fats, soaps and cooking oils. Through Chegutu Cannery (a company it has 100% shareholding) it produces canned beans, tomatoes, fruits, jams and marmalades. Olivine's major brands are Buttercup margarine, Jade bath soap, Olivine cooking oil, Paafex puff pastry, Dolphin soap, Perfection soap, Bigben soap and the Olivine brand on a wide range of products. Olivine is ISO 9001:2008 certified and its philosophy is quality and value – Our Guarantee, something that the company says resonates with a lot of Zimbabweans. Perfection laundry soap and Jade Bath soap were re-introduced after 10 years recently and were greeted with much enthusiasm in retail outlets and wholesalers alike. The organisation uses the same procedures and processes to consistently produce products with the same quality. The Jade brand and indeed other toilet soaps within Olivine like Romance and Daily Health have a number of customers who are loyal to the brand even though the market for these soaps has been decreasing.

### **Questions 1**

- 1.1 Discuss the significance of branding Olivine's major brands (15 marks)
- 1.2 Explore the motive for brand extensions on Olivine brands highlighted in the case (10 marks)

## **SECTION B: Answer 3 questions only**

### **Question 2**

Assess brand positioning strategies for business organisation in Zimbabwe [25marks]

### **Question 3**

Critically evaluate brand identity prism indicating its significance in brand creation. [25 marks]

**Question 4**

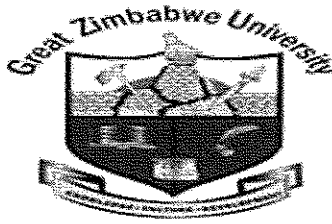
Discuss Aaker's (1997) brand personality framework. (25 marks)

**Question 5**

Demonstrate strategies for building brand equity in Zimbabwe. [25marks]

**Question 6**

Evaluate the significance of branding in Zimbabwe. [25 marks]



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**BACHELOR OF COMMERCE**

**PART 4 SEMESTER 2**

**MODULE NARRATION**

**STRATEGIC MANAGEMENT**

**CODE**

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**HMM413**

**DATE**

-- NOV 2024

**2024**

**DURATION**

EXAMINATIONS OFFICE

**3 HOURS 30 MINUTES**

**INSTRUCTIONS TO CANDIDATES**

1. ANSWER **ALL QUESTIONS IN SECTION A** AND **ANY THREE** QUESTIONS FROM SECTION B
2. AS MUCH AS POSSIBLE **CITE RELEVANT** EXAMPLES

## SECTION A: COMPULSORY

When most firms were struggling in 2008, McDonald's increased its revenues from \$22.7 billion in 2007 to \$23.5 billion in 2008. Headquartered in Oak Brook, Illinois McDonald's net income nearly doubled during that time from \$2.4 billion to \$4.3 billion—quite impressive. Fortune magazine in 2009 rated McDonald's as their 16th "Most Admired Company in the World" in terms of their management and performance. McDonald's added 650 new outlets in 2009 when many restaurants struggled to keep their doors open. McDonald's low prices and expanded menu items have attracted millions of new customers away from sit-down chains and independent eateries. Jim Skinner, CEO of McDonald's, says, "We do so well because our strategies have been so well planned out." McDonald's served about 60 million customers every day in 2009, 2 million more than in 2008. Nearly 80 percent of McDonald's are run by franchisees (or affiliates).

McDonald's in 2009 spent \$2.1 billion to remodel many of its 32,000 restaurants and build new ones at a more rapid pace than in recent years. This is in stark contrast to most restaurant chains that are struggling to survive, laying off employees, closing restaurants, and reducing expansion plans. McDonald's restaurants are in 120 countries. Going out to eat is one of the first activities that customers cut in tough times. A rising U.S. dollar is another external factor that hurts McDonald's. An internal weakness of McDonald's is that the firm now offers upscale coffee drinks like lattes and cappuccinos in over 7,000 locations just as budget-conscious consumers are cutting back on such extravagances.

About half of McDonald's 31,000 locations are outside the United States. But McDonald's top management team says everything the firm does is for the long term. McDonald's for several years referred to their strategic plan as "Plan to Win." This strategy has been to increase sales at existing locations by improving the menu, re-modelling dining rooms, extending hours, and adding snacks.

The company has avoided deep price cuts on its menu items. McDonald's was only one of three large U.S. firms that saw its stock price rise in 2008. The other two firms were Wal-Mart and Family Dollar Stores. Other strategies being pursued currently by McDonald's include replacing gasoline-powered cars with energy-efficient cars, lowering advertising rates, halting building new outlets on street corners where nearby development shows signs of weakness, boosting the firm's coffee business, and improving the drive-through windows to increase sales and efficiency.

McDonald's receives nearly two thirds of its revenues from outside the United States. The company has 14,000 U.S. outlets and 18,000 outlets outside the United States. McDonald's feeds 58 million customers every day. The company operates Hamburger University in suburban Chicago. McDonald's reported that first quarter 2009 profits rose 4 percent and same-store sales rose 4.3 percent across the globe. Same-store sales in the second quarter of 2009 were up another 4.8 percent.

**Source:** Based on Janet Adamy, "McDonald's Seeks Way to Keep Sizzling," *Wall Street Journal* (March 10, 2009): A1, A11. Also, Geoff Colvin, "The World's Most Admired Companies," *Fortune* (March 16, 2009): 76–86.

**QUESTION 1: ANSWER ALL QUESTIONS**

- (a) Craft a possible mission statement for McDonald's and justify. (5)
- (b) Why is it important for McDonald's to have a mission statement? (7)
- (c) Based on the case study, what could be the possible benefits and demerits of having other outlets outside United States? (8)
- (d) Recommend strategies that McDonald's could adopt to strengthen its competitive position. (10)

**SECTION B: ANSWER ANY THREE QUESTIONS**

**QUESTION 2**

Discuss how a firm can employ offensive moves to have competitive advantage. (20 marks)

**QUESTION 3**

Using practical examples, discuss the importance of differentiation strategy. (20 marks)

**QUESTION 4**

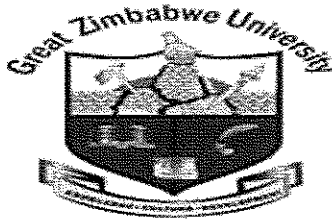
Assess the specific reasons for Zimbabwean firms to have visionary leaders. (20 marks)

**QUESTION 5**

Examine the specific strategic management process with practical examples. (20 marks)

**QUESTION 6**

Evaluate the need for sustaining competitive advantage. (20 marks)



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**BACHELOR OF COMMERCE**

**PART 4 SEMESTER 2**

**MODULE NARRATION**

**STRATEGIC MARKETING**

**CODE**

GREAT ZIMBABWE UNIVERSITY

**HMM421**

**DATE**

RECEIVED

**2024**

**DURATION**

-- NOV 2024

**3 HOURS 30 MINUTES**

EXAMINATIONS OFFICE

**INSTRUCTIONS TO CANDIDATES**

1. ANSWER ALL QUESTIONS IN SECTION A AND ANY THREE QUESTIONS FROM SECTION B
2. AS MUCH AS POSSIBLE **CITE RELEVANT** EXAMPLES

## **SECTION A: COMPULSORY**

### **DISCOUNT RETAILING ARENA**

For seven years, Joseph Antonini led a discount store to battle against what appeared to be its twin. The two chains looked alike, sold the same products, and sought each other's customers. The competition, however, was over: Sam Walton's Wal-Mart Stores Inc. had won. So bleak were the prospects for Kmart Corp. that in February 1995 an advertising agency bidding for its business, N.W. Ayer & Partners, recommended that it stop competing against Wal-Mart and transform itself into a big convenience chain where customers could go for milk and cigarettes. "It seems that the only way for [Kmart] to survive is to find a different niche," summarized the N.W. Ayer's presentation. Kmart, of course, rejected the idea.

Though the new leader could spark high hopes for ringing cash registers, Kmart still had major operational and managerial issues to deal with. While an air of inevitable defeat had recently settled over Kmart, a short look back found many observers believing deeply in Kmart and Mr. Antonini. In fact, many of the investors who demanded his ouster as president and chief executive officer had gambled on him to outfox his counterparts at Wal-Mart not so long ago. They questioned some of the strategies of Mr. Walton,

Wal-Mart's founder. They also thought Mr. Antonini had more pizzazz, better locations, and a solid turnaround plan. "He's taken a tired, dispirited company and revived it," declared a prominent retail analyst in a 1991 Forbes magazine article that described WalMart's stock as overpriced and Kmart as a good bet. Considering the similarity of their stores and missions, analysts attributed the different fates of Kmart and Wal-Mart primarily to management. Sam Walton, they said, was smarter than Mr. Antonini.

When Mr. Antonini took the reins of Kmart in 1987, he had his hands full. He inherited some stores that were as old as 17 years, with water warped floors, broken light fixtures, shelves placed too close together, and cheap displays set in the middle of aisles. Also, his predecessors had neglected to implement the sophisticated computer systems that were helping Wal-Mart track and replenish its merchandise swiftly and efficiently. Overall, however, Kmart was way ahead. It had nearly twice as many discount stores, 2,223 to 1,198. The Troy, Michigan, chain also had sales of \$25.63 billion, compared with \$15.96 billion for Wal-Mart. Thanks to advertising and its large urban presence, Kmart and its red "K" logo also had greater visibility.

### **QUESTION 1: ANSWER ALL QUESTIONS**

- (a) What is referred to as discount retailing arena? (5)
- (b) Evaluate the strategy employed by Kmart to fight competition. (7)
- (c) Based on the case study, what could be the possible benefits and demerits of visibility? (8)
- (d) Why are visionary leaders vital in ailing firms? (10)

**SECTION B: ANSWER ANY THREE QUESTIONS**

**QUESTION 2**

Evaluate dimensions included in a market analysis.

(20 marks)

**QUESTION 3**

Using practical examples, discuss strategies to build market share for a product in the declining stage of the product life cycle. (20 marks)

**QUESTION 4**

Assess the key success factors of the industry you are familiar with. (20 marks)

**QUESTION 5**

Discuss the framework of a typical strategic marketing plan. (20 marks)

**QUESTION 6**

Evaluate the 6w model using any firm of your choice. (20 marks)



**HERBERT CHITEPO SCHOOL OF LAW & BUSINESS SCIENCES**  
*Department of Management & Hospitality Studies*

**MAIN PAPER**

**BACHELOR OF COMMERCE**

**PART 4 SEMESTER 2**

**MODULE NARRATION**

**CORPRATE GOVERNANCE**

**CODE**

**HBM426**

**DATE**

**2024**

**DURATION**

**3 ½ HOURS**

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**INSTRUCTIONS TO CANDIDATES**

1. ANSWER ALL **QUESTIONS** IN **SECTION A** AND ANY **THREE (3)** QUESTIONS FROM **SECTION B**
2. **QUESTION ONE (1)** CARRIES **40 MARKS** AND **ALL OTHER** QUESTIONS **CARRIES 20 MARKS** EACH
3. AS MUCH AS POSSIBLE **CITE RELEVANT** EXAMPLES
4. **THIRTY MINUTES (30)** READING TIME FOR CASE STUDY

## **CASE: TIGER BRANDS' CSI ACHIEVEMENTS:**

They have been presented with an award by Hope International for the assistance with food parcels that benefit beneficiaries who are needy or affected by HIV/Aids in South Africa. In a country where there is so much need, Tiger Brands is committed to adding value to the lives of all South Africans through CSI initiatives that are aligned to its core business of manufacturing food and healthcare products. In particular, the company aims to address two of the most pressing needs facing disadvantaged people across the country, namely lack of access to proper nutrition and adequate healthcare services. In the strong belief that a nation cannot prosper if its people are hungry or ill, Tiger Brands has initiated two powerful CSI vehicles, Unite Against Hunger and Unite 4 Health, to mobilize efforts to ensure that these most basic of human requirements are met. Finding sustainable solutions to two such formidable challenges requires the joint efforts and combined expertise of a wide group of stakeholders. They realize that it cannot meet the challenge alone and therefore partners with government, non-profit organizations, religious and community groups and consumers in both its hunger eradication and health advancement projects.

It also encourages its individual businesses to engage with their local communities and provides a platform for employees to get involved in CSI initiatives by giving of their time and expertise. This culture of collective, shared responsibility reflects the driving force behind CSI at Tiger Brands, namely to harness relationships in order to make a tangible difference to needy people. In addition, the company emphasizes sustainability in the projects in which it is involved, taking a developmental instead of a welfare approach by working with beneficiaries to enhance their ability to become self-sustainable in the long term. This ethos is reflected in many of its flagship projects.

Hunger is perhaps the worst form of poverty, affecting the most vulnerable members of society including children, the aged and the sick. Although the solution to eradicating hunger lies in providing people long term food security so that they can eventually feed themselves. In some instances, the problem requires an immediate, if short term, solution. Through Unite Against Hunger, Tiger Brands focuses both on immediate hunger alleviation as well as on long term sustainable solutions for beneficiaries such as the African Children's Feeding Scheme (ACFS) and Heartbeat. The ACFS core focus is to feed 18 000 orphaned, vulnerable and malnourished children every day and 1 000 families each month. The organization has also helped to establish a sewing project with 13 sewing clubs for the mothers and grandmothers of the children it feeds.

This helps to provide these women with a sustainable income stream so that they can feed their families. During the year, Tiger Brands KOO and Albany brands placed orders for aprons made by the sewing project, which has also quoted for government tenders and received orders for a number of promotional items. Heartbeat also focuses on caring for vulnerable children, including orphans, those in child-headed households; as well as potential orphans living with terminally ill parents. The burdens carried by these

children are immense and Heartbeat works to ensure that their basic needs are taken care of so that they can finish their schooling and enjoy something of childhood.

The organization has mobilized 14 communities in seven provinces to follow a community based best practice model that it has developed for the care of orphans. Close to 5 000 of these children receive a monthly food parcel through a Heartbeat Tiger Brands partnership. Following on from the success of Unite Against Hunger, Tiger Brands healthcare company, Adcock Ingram, launched Unite 4 Health, aimed at supporting efforts to improve healthcare for disadvantaged South Africans. As with its Unite Against Hunger initiatives, Tiger Brands aims to ensure that sustainability of Unite 4 Health projects by providing funding and supporting infrastructural development that will serve beneficiaries in the long term.

One such donation of R4 million, to the Red Cross Children's Hospital in Cape Town will be used to build a new modern theatre complex that will enable the hospital – the only specialist centre dedicated to treating children on the African continent – to operate on 25% more children annually. The Soweto Hospice is also better equipped to offer much needed home-based care to its patients, after a Unite 4 Health donation assisted the large team of professional nurses and volunteers, who care for about 450 people at any one time by sponsoring a female ward.

## **SECTION A: [COMPULSORY]**

### **QUESTION 1**

- 1.1** Justify the worthiness of pursuing Corporate Social Responsibility (CSR) by Tiger Brands **[10 marks].**
- 1.2** Discuss the strategies Tiger Brands used to drive its two powerful CSI vehicle namely; “Unite Against Hunger and Unite 4 Health” to ensure basic human requirements were met **[20 marks].**
- 1.3** Why was Tiger brand's Corporate Social Responsibility (CSR) initiatives mostly tied to hunger and health? Support your answer **[10 marks].**

## **SECTION B: (ANSWER ANY 3 QUESTIONS)**

### **QUESTION 2**

As you are seated in a commuter omnibus you overhear your two co passengers arguing whether it is necessary for an international religious denomination pursue corporate governance or not. As the argument escalates, one of the two compatriots asks for your opinion. Justify your position **[20 marks].**

### **QUESTION 3**

Discuss any four common theories of corporate governance, in each case highlighting their merits and handicaps in the successful execution of good corporate governance **[20 marks].**

#### **QUESTION 4**

While whistle blowing is a necessary undertaking by either external agents or internal members of the organisation, its results brings double barrelled effects. Discuss these **[20 marks].**

#### **QUESTION 5**

One of the major thrusts of today's corporate social responsibility (CSR) initiatives is increased concern for environmental sustainability. Cite local organisations and elaborate on what they have done as a way of showcasing their unbridled commitment(s) toward environmental sustainability **[20 marks].**

#### **QUESTION 6**

**6.1** Briefly discuss the risk management process as a key component of good corporate governance **[10 marks].**

**6.2** Elaborate on the common law and statutory duties of directors **[10 marks].**

**End of exam**



**HEBERT CHITEPO SCHOOL OF LAW AND BUSINESS SCIENCES**

**DEPARTMENT OF MANAGEMENT AND HOSPITALITY**

**MASTER OF COMMERCE DEGREE**

**LEVEL 1 SEMESTER 2**

**EXAMINATION QUESTION PAPER**

<b>MODULE CODE</b>	<b>MSM620</b>
<b>MODULE NARRATION</b>	<b>ECONOMICS</b>
<b>DATE</b>	<b>2024</b>
<b>DURATION</b>	<b>3 Hours</b>

**INSTRUCTIONS TO CANDIDATES:**

1. Answer any four questions
2. Start each question on a fresh page
3. Silent self-powered non-programmable calculators can be used
4. All questions carry equal marks

## QUESTION 1

(a) TechnoMobile (Pvt) Ltd. is a mid-sized smartphone manufacturer operating in a highly competitive market. It produces a range of smartphones targeting different customer segments. The company's flagship product is the TechnoX series, which is priced at \$600 per unit. TechnoMobile's key competitors include large firms like SmartTech and MobilePro, which offer similar products in the same price range. Despite high product quality and brand recognition, TechnoMobile has been facing declining sales for its flagship model due to increasing competition, changes in consumer preferences, and the introduction of innovative features by competitors. The management team is evaluating different marketing and pricing strategies to increase sales and profitability.

- (i) Discuss the factors that TechnoMobile should consider when estimating the price elasticity of demand for its flagship smartphone, the TechnoX. [4 marks]
- (ii) Discuss the marketing and pricing strategies that can be implemented by TechnoMobile to realise its goals of increasing sales and profitability. [6 marks]
- (iii) How might competitors like SmartTech and MobilePro respond to product differentiation, bundling and price reduction strategies? Use game theory to predict their potential actions and describe how this might influence TechnoMobile's strategy. [6 marks]

(b) Managerial Economics is predominantly microeconomic theory. Discuss. [9 marks]

**[Total 25 marks]**

## QUESTION 2

(a) With the help of worked examples, discuss the difference between Economic Value Added (EVA) and Market Value-Added (MVA). [8 marks]

(b) With the help of a worked example, discuss how managers can use decision trees to make decisions under uncertainty. [8 marks]

(c) Suppose two local suppliers are seeking to win the right to upgrade the communications capability of the internal intranets that link a number of customers with their suppliers. The system quality decision facing each competitor, and potential profit payoffs, are as follows:

If both competitors, Laconic Equipment Supply and Business Systems, pursue a high-quality strategy, Laconic Equipment Supply will earn \$25 000 and Business Systems will earn \$50 000. If Laconic Equipment Supply pursues a high-quality strategy while Business Systems offers low-quality goods and services, Laconic Equipment Supply will earn \$40 000; Business Systems will

earn \$22 000. If Laconic Equipment Supply offers low-quality goods while Business Systems offers high-quality goods, Laconic Equipment Supply will suffer a net loss of \$25 000, and Business Systems will earn \$20 000. Finally, if Laconic Equipment Supply offers low-quality goods while Business Systems offers low-quality goods, both Laconic Equipment Supply and Business Systems will earn \$25 000.

- (i) Find the dominant strategy of Laconic Equipment Supply and Business Systems. [3 marks]
- (ii) Find the Nash equilibrium for this problem. [2 marks]
- (iii) Explain if there is possibility of the two parties to cooperate. [4 marks]

**[Total 25 marks]**

### **QUESTION 3**

(a) Discuss the differences between:

- (i) private value and common value auctions. [4 marks]
- (ii) the bidding strategies in private value auctions. [4 marks]
- (iii) simultaneous and zero sum games. [4 marks]

(b) Critically evaluate the Structure-Conduct-Performance (SCP) paradigm and its relevance to modern industries. [13 marks]

**[Total 25 marks]**

### **QUESTION 4**

(a) Discuss the monetary and fiscal policy measures and strategies that can be used to resuscitate the manufacturing and agricultural sectors in Zimbabwe. [8 marks]

(b) With reference to a specific company of your choice, discuss how international trade, foreign investment, and global competition have influenced managerial practices and business performance. [9 marks]

(c) Explain the reasons for market failure and hence justification for government intervention in market operations. [8 marks]

**[Total 25 marks]**

### **QUESTION 5**

- (a) Discuss the role of capital budgeting in managerial economics. [8 marks]
- (b) With reference to a specific company of your choice, discuss the impact of recent macroeconomic policies in Zimbabwe on managerial decision-making and company performance. [8 marks]
- (c) Discuss the implications of neoclassical and managerial utility-maximisation models on company performance and decision-making. [9 marks]

**[Total 25 marks]**

**END OF EXAMINATION**



**HERBERT CHITEPO SCHOOL OF LAW AND BUSINESS  
SCIENCE**

**DEPARTMENT OF MANAGEMENT AND HOSPITALITY**

**MAIN EXAMINATION**

<b>BACHELOR OF COMMERCE</b>	<b>PART 2 SEMESTER 1</b>
<b>COURSE</b>	<b>CORPORATE LAW AND PRACTISE</b>
<b>CODE</b>	<b>HBM218</b>
<b>DATE</b>	<b>2024</b>
<b>DURATION</b>	<b>3 HOURS</b>

GREAT ZIMBABWE UNIVERSITY  
RECEIVED  
-- NOV 2024  
EXAMINATIONS OFFICE

**AUTHORISED MATERIALS: UNANNOTATED COPY OF THE  
COMPANIES AND OTHER BUSINESS ENTITIES ACT (CHAPTER 24:31)**

**INSTRUCTIONS TO CANDIDATES**

- 1. THE PAPER COMPRISES 5 QUESTIONS.**
- 2. YOU ARE REQUIRED TO ANSWER ANY FOUR QUESTIONS.**
- 3. BEGIN THE ANSWER TO EACH QUESTION ON A FRESH PAGE OF THE ANSWER BOOKLET.**
- 4. CANDIDATES WILL OBTAIN CREDIT FOR CITING RELEVANT CASES AND SECTIONS OF THE ACT.**

1.1 With reference to the Companies and Other Business Entities Act and case law, discuss circumstances under which the Registrar of Companies may refuse to register the proposed name of a company. [10 Marks]

1.2 Discuss the concept of limited liability in company law. [10 Marks]

1.3 What are the advantages under the Companies and Other Business Entities Act (Chapter 24:31) of operating a business through a private company instead of a public one. [5 Marks]

**Total Marks 25**

2.1 Malilangwe (Pty) Ltd (the company) specialises in providing game management and veld rehabilitation services. The company's registered office is situated in Chiredzi, Masvingo Province. John, Sarah, Vusi and Aubrey are the directors of the company. To ensure that the company does not deviate from its core business of providing game management and veld rehabilitation services, the following clauses were inserted into the company's Memorandum of Incorporation:

**“Capacity**

- *The company may not participate in any trade or transactions other than for purposes of the provision of game management and veld rehabilitation services.*
- *The company may not enter any transaction for the purchase or sale of immovable property outside the borders of the Masvingo province.”*

While on holiday in Bulawayo, Sarah spotted a holiday flat for sale and thought it would be a great investment for the company. Without the knowledge of the shareholders and directors, Sarah immediately arranged an appointment with the owner of the holiday flat, Tayob, and concluded an agreement for the purchase of the holiday flat at a price of R1 000 000 on behalf of the company. The shareholders and the other directors object to the transaction.

2.1 Advise the board of directors whether Independent Game Services (Pty) Ltd can escape liability for performance in terms of the contract concluded by Sarah and Tayob on the ground that the transaction falls beyond the capacity of the company. [6 Marks]

2.2 Explain whether Independent Game Services (Pty) Ltd and its shareholders would be able to hold Sarah personally liable, on any basis, for the conclusion of the contract. [6 Marks]

2.3 Discuss the relevant section of the Companies and Other Business Entities Act that appears to be a codification of the common-law Turquand rule and highlight the similarities and the differences between the provisions of that particular section and the common-law Turquand rule. [8 Marks]

2.4 Describe a shadow director and whether he can be held liable for breach of fiduciary duties. [5 Marks]

**[Total Marks 25]**

3.1 Chris, Barbara and Tumo are directors of Zero Degrees (Pty) Ltd. Chris is regarded as a savvy businessman, whose sharp negotiation skills have earned the company good profits since the company was incorporated ten years ago. Chris is approached by Ben, a director of Ninety Nine Degrees (Pty) ltd to make his negotiation skills available on a government contract that promises to yield substantial profits for Ninety Nine Degrees (Pty) ltd and to Chris in his personal capacity. Zero Degrees (Pty) Ltd has also made a bid on the contract. Chris agrees, and proceeds to render his services to Ninety Nine Degrees (Pty) Ltd.

In your opinion, does Chris have an obligation to tell the board of Zero Degrees (Pty) Ltd about his personal gains, or is this a case of ‘every person for himself’? [10 Marks]

3.2 Tshepo is the director of Healthyheart Ltd, a company that manufactures cholesterol medication. One of Tshepo’s functions is to manage the company’s distribution of manufactured products to its clients. In September, Tshepo requested information from the company’s various factories on the demand for the company’s products during the preceding year, as well as the projected demand for its products in 2023. It was reported that the demand in 2023 would probably not exceed the demand during 2022, because a patent for one of the

company's most profitable cholesterol products would prescribe in December 2022. As a result of this information, Tshepo did not make provision for any extension of Healthyheart Ltd's distribution network. In November 2022 one of Healthyheart Ltd's main competitors lost all its manufacturing plants due to an explosion. Consequently, the demand for Healthyheart Ltd's products rose substantially and the distribution network could not meet this demand. Healthyheart Ltd had to make use of outside contractors to extend distribution, which led to lower profits. The board of directors of Healthyheart Ltd wants to institute action against Tshepo for breach of his duty of care and skill. Advise the board of directors on the company's chances of success, keeping in mind the common law, relevant case law and the provisions of the Companies and Other Business Entities Act. In your answer you must also include a discussion of the business judgement rule.

[15 Marks]

**[Total Marks 25]**

4.1 Discuss the doctrine of constructive notice and the exceptions which apply to it. [10 Marks]

4.2 Who controls the company between the board of directors and the shareholders? Reference must be made to the common law and the Act? [15 Marks]

**[Total: 25 Marks]**

5. Explain by reference to statutory and common law examples what is meant by the term 'piercing the veil of incorporation' and the circumstances under which this measure can be taken. [25 Marks]



**HERBERT CHITEPO SCHOOL OF LAW AND BUSINESS SCIENCES**  
*Department of Management and Hospitality*

**EXAMINATION PAPER**

**MASTER OF COMMERCE**

**PART 1 SEMESTER 1**

**MODULE NARRATION**

**STRATEGIC INFORMATION  
MANAGEMENT AND E-BUSINESS**

**CODE**

GREAT ZIMBABWE UNIVERSITY  
EXAMINATIONS OFFICE

**MSM611**

**DATE**

11 NOV 2024

**2024**

**DURATION**

P.O. BOX 1235, MASVINGO,  
ZIMBABWE  
TEL: (039) 266672

**3 ½ HOURS**

1. SECTION A IS COMPULSORY
2. ANSWER **ANY THREE** QUESTIONS IN SECTION B
3. AS MUCH AS POSSIBLE **CITE RELEVANT** EXAMPLES

**SECTION A: COMPULSORY AND CARRIES 40 MARKS**

1.

- a) Improve the existing vision statement of Harley-Davidson and justify. **(5marks)**
- b) Demonstrate the importance of a mission statement to the firm. **(10 marks)**
- c) Why is data warehouse critical for Harley-Davidson? **(12 marks)**
- d) Recommend product strategies that could be adopted by the firm for its competitive advantage. **(13 marks)**

**SECTION B: [60 MARKS] ANSWER ANY THREE QUESTIONS ONLY**

- 2. Discuss the difference between e-business and e-commerce. (20)
- 3. Critique the functions of information systems software with practical examples. (20)
- 4. As the Chief Information Officer (CIO) of a firm in a hyper-inflationary environment, motivate how information networks could be employed for sustainable competitive advantage. (20)
- 5. Examine the use of information systems hardware in an industry of your choice. (20)
- 6. Critically evaluate the merits of information systems security in any business. (20)

## Harley-Davidson

In the first half of 2010, Harley-Davidson opened its first five dealerships in India. High import tariffs of 90 percent on motorcycles historically kept Harley out, but the growing upper class in India now warrants Harley opening dealerships there.

Harley-Davidson announced in April 2009 that it will shed an additional 300 to 400 hourly jobs in the 2009–2010 timeframe, on top of the 1,100 jobs it previously planned to eliminate during that period. Its stock declined from 48.05 per share to 9.78 per share in the time period March 8, 2008 to March 7, 2009, although a recent surge put the stock price at 19.45 as of April 27, 2009. Harley is closing several facilities and has indicated its motorcycle sales decreased 13 percent during the first two months of 2009. However, Harley has continued to remain profitable throughout the economic crisis, although its second quarter 2009 profits declined 91 percent.

For that quarter, Harley's U.S. sales fell 35 percent while non-U.S. sales dropped 18 percent. Any serious discussion about Harley-Davidson includes the power of its brand. Mention of Harley creates a vision of rugged individualism, American iron, and passion. The passion runs so deep that many customers and admirers sport a Harley tattoo to express that passion. There aren't too many corporations that inspire that kind of following. How many Honda or Kawasaki tattoos have you seen on riders' arms? What is it about Harley that sets it apart from its competitors, and even from mega-successful companies that aren't its competitors? The mystique is magical.

Harley's heritage is symbolic of the American dream.

Harley's workers and customers relate to and find motivation in this American dream that became a reality. An extension of this concept of "family" is also a key to Harley's success. The HOG (Harley Owner's Group) is a worldwide family of Harley owners that is a million strong. When one purchases a Harley, one becomes part of a family of owners that rides together and parties together, in locations on nearly every continent. Indeed, the Harley Web site beckons riders to "share the adventure." Aside from the shared experience, many Harley riders treasure taking in the back roads and the beauty of scenery unique to each locale. This is especially true in Harley's hometown of Milwaukee, where riders wait impatiently for the snow to melt so that they can experience the year's solo inaugural ride. Nostalgia is also badge of Harley's success. Its unique "potato potato-potato" sound created by its famous V-twin engine is still heard in the rumblings of its motorcycles on the road today, and its legendary styling, overseen by "Willie G" Davidson, himself an icon, has created continuity over the decades. For these reasons and more, Harley remains an American icon more than 100 years after its formation. Harley's History: The Building of a Legend Harley's Web site announces to online visitors that this is "Where Dreams Come True" and beckons readers to "Join the Family You've Always Wanted." The mystique of Harley begins with two families, the Harleys and the Davidson's, who had big dreams back at the turn of the twentieth century in Milwaukee, Wisconsin.

In 1903, what was to become a legendary motorcycle company was formed in the Davidson family's backyard. The "factory" in which they worked was a 10- by 15-foot wooden shed with the words "Harley-Davidson Motor Company" scrawled on the door. The Davidson brothers, William D., Walter, Arthur, and William S. Harley, made their first motorcycle there.

During World War I, Harley-Davidson supplied the military with 20,000 motorcycles. During this time, there were major advancements in the design of motorcycles, and Harley was the leader. However, a decade after the war ended, the Great Depression devastated the motorcycle industry. Only Harley-Davidson and Indian survived through the 1930s. Harley also contributed to the successful U.S. efforts in World War II, during which it supplied more than 90,000 motorcycles to the military. After the war, demand for motorcycles exploded, and Harley-Davidson added facilities in Milwaukee in 1947. After competitor Indian closed in 1953, Harley-Davidson was the sole American motorcycle manufacturer for decades. Harley ended family ownership in 1965 with a public offering. Only four years later, the company merged with the American Machine and Foundry Company (AMF), a longtime producer of leisure products.

By the early 1970s, the Japanese were importing huge numbers of lower-priced motorcycles into the United States. Japanese firms were able to capture a large portion of Harley's market share. Because it had expanded production so quickly, Harley was also having quality problems. In 1981, 13 of Harley's senior executives purchased the business from AMF. In 1986, Harley-Davidson, Inc. became publicly held for the first time since 1969. That same year, Harley regained its place at the top of the U.S. super-heavyweight market, beating out Honda. Harley was listed on the New York Stock Exchange in 1987, and its market share continued to grow.

Notable events in the first decade of the twenty-first century for Harley include celebration of its 100th year anniversary in 2003, and 105th in 2008, and the opening of the Harley-Davidson Museum in Milwaukee in 2008. According to Harley, its museum project was designed to deliver a unique experience that builds and strengthens bonds between riders and Harley-Davidson, and enhances the brand among the public at large. The facility also includes a restaurant and café, a retail store, and special event place. Also taking place in 2008 was Harley-Davidson's acquisition of MV Agusta. Throughout this first decade of the twenty-first century, Harley-Davidson continues to be highly regarded in the philanthropy area. Harley might be best known for its association with the Muscular Dystrophy Association, raising upward of \$50 million for the charity. The Harley-Davidson Foundation focuses its giving on education and community revitalization, and it also supports arts and culture, health initiatives, and the environment.

Mission Statement, Vision Statement, and Values Harley's mission statement is: We fulfill dreams through the experiences of motorcycling, by providing to motorcyclists and to the general public an expanding line of motorcycles, branded products and services in selected market segments.

This philosophy is what helps set Harley apart from its competitors. According to Harley, it takes more than just building and selling motorcycles to fulfill the dreams of its customers. It takes unforgettable experiences, and Harley is dedicated to creating experiences and developing relationships with all of its stakeholders. Harley believes that is what sets it apart from the crowd, and why its brand strength is legendary. Harley's vision statement is:

Harley-Davidson is an action-oriented, international company, a leader in its commitment to continuously improve its mutually beneficial relationships with stakeholders (customers, suppliers, employees, shareholders, government, and society). Harley Davidson believes the key to success is to balance stakeholders' interests through the empowerment of all employees to focus on value-added activities.

Harley also emphasizes the importance of its five stated Values: (1) Tell the Truth; (2) Be Fair; (3) Keep Your Promises; (4) Respect the Individual; and (5) Encourage Intellectual Curiosity. According to Harley, its Values represent the heart of how it runs its business. The Values guide their actions and serve as the framework for the decisions and contributions its employees make at every level of the Company. Harley-Davidson states that the Values are more than just a list of “feel good” buzzwords; they reflect how Harley employees relate to each other and to all of their stakeholders, including customers, dealers, and suppliers.

**Organizational Structure** As indicated in Exhibit 1, Harley’s organizational structure consists of executive vice presidents and senior vice presidents, who oversee key functional areas. These vice presidents are members of a group of leaders known as the Senior Leadership Group. The Senior Leadership Group consists of a broad group of leaders representing key functions and individuals in the Motor Company, Buell, MV, HDFFS, and Harley-Davidson. The group meets several times each year to have a dialogue with the chief executive officer (CEO) and to share business information. Although this group is not a decision-making body, it evaluates and discusses critical, enterprise-wide business challenges throughout the year. The CEO of Harley determines membership in the Senior Leadership Group.

Certain members of the Senior Leadership Group are also members of the Leadership and Strategy Council, which consists of the CEO of Harley-Davidson and the presidents of the Motor Company, Buell and HDFFS, certain senior officers of the Motor Company (senior vice president, manufacturing; senior vice president, product development; and senior vice president and chief marketing officer) and certain other Harley-Davidson executives (executive vice president and chief financial officer; executive vice president, chief organizational transformation officer; and executive vice president, general counsel and secretary).

**Harley’s Business Segments** Harley-Davidson operates in two segments: (1) financial services and (2) motorcycles and related products.

#### Financial Services

The financial services segment includes the group of companies doing business as Harley Davidson Financial Services (HDFS), which provides wholesale and retail financing and, as an agent, provides insurance and insurance-related programs primarily to Harley-Davidson and Buell dealers and their retail customers. HDFS conducts business principally in the United States and Canada. HDFS’s 2008 operating income decreased 61.0 percent. In February 2009, billionaire Warren Buffet’s Berkshire Hathaway invested \$300 million in Harley-Davidson. Harley says Berkshire and Harley’s biggest shareholder, Davis Selected Advisers, L.P., are each committed to buying \$300 million in senior unsecured notes, due in 2014. The money will be used to support Harley’s finance company and its ongoing motorcycle lending activities.

#### Motorcycles and Related Products

The motorcycle and related products segment of Harley-Davidson includes (1) Parts & Accessories (P&A); (2) General Merchandise; (3) Licensing; and (4) Motorcycles. The major P&A products are replacement parts and mechanical and cosmetic accessories. Worldwide P&A net revenue comprised 15.4 percent, 15.2 percent, and 14.9 percent of net revenue in the Motorcycles segment in 2008, 2007,

and 2006, respectively. Worldwide General Merchandise net revenue, which includes apparel and collectibles, comprised 5.6 percent, 5.3 percent, and 4.8 percent of net revenue in the Motorcycles segment in 2008, 2007, and 2006, respectively. With regarding to licensing, the company creates an awareness of its most significant brand, Harley-Davidson, among its customers and the nonriding public through a wide range of products by licensing the name "Harley-Davidson" and other trademarks owned by the company. Licensed products include T-shirts, jewelry, small leather goods, and toys. Although the majority of licensing activity occurs in the United States, Harley continues to expand these activities in international markets, such as into India in 2010. Royalty revenues from licensing, included in Motorcycles segment net revenue, were \$45.4 million, \$46.0 million, and \$45.5 million in 2008, 2007, and 2006, respectively.

Harleys are sold under the brands of Harley-Davidson Motor Company, Buell Motorcycle Company, Cagiva, and MV Agusta (which was acquired by Harley-Davidson in 2008). The Motorcycle segment designs, manufactures, and sells at wholesale primarily heavyweight (engine displacement of 651+cc) touring, custom, and performance motorcycles. Harley-Davidson, which is the only major American motorcycle manufacturer, conducts business globally, with sales primarily in North America, Europe, Asia/Pacific, and Latin America. (See Exhibits 2 and 3 for a summary of Harley's motorcycle shipments by product line and by region.)

Harley's worldwide motorcycles sales generated approximately 80 percent of the total net revenue in the Motorcycles segment during each of the years 2008, 2007, and 2006.

The company manufactures five families of motorcycles: (1) Touring, (2) Dyna, (3) Softail, (4) Sportster, and (5) VRSC. The engines range in size from 883cc's to 1803cc's. Harley's heavyweight class of motorcycles is divided into four segments: standard, performance, touring, and custom. The standard segment emphasizes simplicity and cost, and the performance segment emphasizes handling and acceleration. The touring segment for the company focuses on comfort for long-distance travel. Harley-Davidson pioneered this segment of the heavyweight market. Harley's custom segment gives owners the opportunity to customize their bikes. Limited-edition, factory-custom motorcycles are sold through its Custom Vehicle Operation (CVO) program. Motorcycles sold through the CVO program are available in limited quantities and offer unique features, paint schemes, and accessories.

Buell motorcycle products emphasize innovative design, responsive handling, and overall performance. Buell manufactures four families of motorcycles: (1) Sportbike, (2) Street, (3) Adventure, and (4) Blast. The Blast features a smaller 492cc single-cylinder engine, ideal for many new riders. MV motorcycle products emphasize exquisite design and high performance. Buell is active in the racing community and gains publicity from those efforts.

The heavyweight (651+cc) motorcycle market is highly competitive. Harley Davidson's major competitors are based outside the United States and generally have financial and marketing resources that are substantially greater than those of Harley-Davidson. They also have larger worldwide revenue and are more diversified than Harley-Davidson. In addition to these larger, established competitors, Harley-Davidson has competitors headquartered in the United States. These competitors generally offer heavyweight motorcycles with traditional styling that compete directly with many of Harley-Davidson's products. These competitors currently have production and sales volumes that are lower than Harley Davidson's and have considerably lower U.S. market share than Harley-Davidson.

Harley actively promotes the motorcycling lifestyle in the form of events, rides, rallies, and Harley Owners Group (HOG). Harley considers the availability of financing through HDFFS as a competitive advantage.

In the United States, Harley-Davidson competes most heavily in the touring and custom segments of the heavyweight motorcycle market, which accounted for approximately 84 percent, 80 percent, and 79 percent of total heavyweight retail unit registrations in the United States during 2008, 2007, and 2006, respectively. The larger-displacement custom and touring motorcycles are generally the most profitable for Harley-Davidson. During 2008, the heavyweight portion of the market represented approximately 55 percent of the total U.S. motorcycle market in terms of new units registered. For the last 21 years, Harley Davidson motorcycles have led the industry in the United States for retail unit registrations of new heavyweight motorcycles. The Harley-Davidson motorcycle share of the heavyweight market was 45.5 percent and 48.7 percent in 2008 and 2007, respectively.

**Marketing and Distribution** Harley-Davidson has approximately 686 independently owned full-service dealerships in the United States. The marketing efforts are divided between dealer promotions, customer events, and advertising through national television, print, radio and direct mailings, as well as electronic advertising. Harley-Davidson also sponsors racing activities and special promotional events, and it participates in all major motorcycle consumer shows and rallies. On an ongoing basis, Harley-Davidson promotes its products and lifestyle through The Harley Owners Group (HOG), which was founded in 1983 and currently has approximately 1.1 million members worldwide. HOG is the industry's largest company-sponsored motorcycle enthusiast organization ([www.hog.com](http://www.hog.com)). The Buell Riders' Adventure Group (BRAG) formed in recent years has grown to approximately 10,000 members. Both HOG and BRAG sponsor events, including national rallies and rides, across the United States and around the world for motorcycle enthusiasts. Harley faces the competitive forces from companies such as Honda, Suzuki, Kawasaki, and Yamaha to maintain its dominant overall market share in the U.S. Heavyweight Motorcycle market.

To reach out to current non-riders as well as expert riders, Harley-Davidson created its Academy of Motorcycling in 2000. The Academy's Rider's Edge program offers a series of rider education experiences that provide both new and experienced riders with deeper engagement in the sport of motorcycling by teaching basic and advanced motorcycling skills and knowledge in a way that is fun and engaging. The courses are conducted by a network of select Harley-Davidson dealerships nationwide enabling students to experience the Harley-Davidson lifestyle, environment, people, and products as they learn. The company Web site, [www.harley-davidson.com](http://www.harley-davidson.com), is also used to market its products and services. The Web site features an online catalog that allows retail customers to create and share product wish lists, use a dealer locator, and place catalog orders.

The average U.S. retail purchaser of a new Harley-Davidson motorcycle is a married man in his mid to late forties (nearly two thirds of U.S. retail purchasers on new Harley Davidson motorcycles are between the ages of 35 and 54) with a median household income of approximately \$87,000. Nearly three quarters of the U.S. retail sales of new Harley-Davidson motorcycles are to buyers with at least one year of education beyond high school, and 32 percent of the buyers have college/graduate degrees. Approximately 12 percent of U.S. retail motorcycle sales of new Harley-Davidson motorcycles are to female buyers.

**International Sales**

The European heavyweight motorcycle market is roughly 80 percent of the size of the U.S. market. Traditional U.S.-style touring motorcycles represent less than 5 percent of the European heavyweight motorcycle market. Harley-Davidson continues to expand its product offerings to compete in the standard and performance segments with motorcycles such as Harley-Davidson's XR1200 and Nightster, the Buell 1125R, and MV models. Harley Davidson's traditional Harley-Davidson products compete primarily in the custom and touring segments.

In addition to Europe and the United States, Harley-Davidson also competes in Canada, Japan, and Australia. In Canada, the company's market share based on registrations was 41.9 percent, 39.0 percent, and 38.2 percent during 2008, 2007, and 2006, respectively.

In terms of non-U.S. distribution, Harley-Davidson has 71 full service dealerships in Canada, 383 in Europe, 201 in Asia Pacific, and 32 in Latin America. The MV brand, which was added in 2008, distributes its motorcycles and prints and advertising (P&A) to independent dealers primarily through subsidiaries located in Germany, Switzerland, and the United States. In Italy and France, MV distributes its products to independent dealers directly. MV's network of approximately 500 independent dealers is primarily located in Europe with approximately 40 independent dealers in the United States.

#### Competitors

Harley-Davidson's revenue for the full year 2008 was \$5.59 billion compared to \$5.73 billion in 2007, a 2.3 percent decrease. The 2008 full-year net income was \$654.7 million, compared to \$933.8 million in 2007. Diluted earnings per share were \$2.79, a decrease of 25.4 percent compared to \$3.74 in 2007. For 2008, wholesale shipments of Harley Davidson motorcycles were 303,479 units, an 8.2 percent decrease compared to 330,619 units in 2007. For the full year 2009, Harley-Davidson plans to ship between 264,000 and 273,000 new Harley-Davidson motorcycles, a 10 to 13 percent reduction from 2008. Most Harley competitors are diversified in the automotive market. Harley's suggested retail price for its motorcycles is generally higher than its competitors'. Harley's financial services operations face competition from various banks, insurance companies, and other financial institutions that may have access to additional sources of capital at more competitive rates and terms.

Harley's competitors include Honda, Yamaha, Suzuki, Kawasaki, Polaris, BMW, and Triumph. Honda is the world's largest motorcycle producer, ahead of Yamaha and Suzuki, which are the second and third largest. Honda's sales are favorable, particularly in Asia, and it is looking to increase production in India. Honda is planning for growth in Asia, continued recovery in Europe, and for a probable downturn in the United States. Honda produces a number of products other than motorcycles, most notably the Honda and Acura brand automobiles. All-terrain vehicles (ATVs), generators, personal watercraft, snow blowers, and scooters are also sold under the Honda brand.

Like Honda, Yamaha and Suzuki are also more diversified than Harley in terms of product offerings. Both focus on ATVs, scooters, and marine and watercraft in addition to various motorcycle product lines. Currently, Yamaha has seen decreasing motorcycle sales in Japan, the United States, and Europe, but is faring better in Southeast Asia and Latin America. Yamaha recently has undertaken temporary factory shutdowns in Japan and bonus pay reductions at least through 2009. Suzuki, which also sells automobiles, operates in more than 190 countries. Suzuki's motorcycle product line includes cruisers, motocross, off-road, scooter, street, and touring models. Kawasaki's motorcycle production is a part of its consumer products and machinery division. Polaris, based in Minnesota, is one of the world's top

makers of snowmobiles and off-road vehicles, and it is also known for its Victory cruiser and touring motorcycles. Polaris's plan is to achieve \$3 billion in overall sales by 2009. It is focusing on developing new products, including its first luxury touring motorcycle models.

BMW and Triumph are also competitors of Harley-Davidson, and both have a cachet attached to their brands. BMW (Bayerische Motoren Werke), a top German automaker, also includes motorcycles as part of its product offerings. The 2007 figures indicate that BMW motorcycle sales broke the 100,000 unit mark for the second year in a row. BMW also offers leather suits, gloves, boots, and other motorcycling apparel. Triumph Motorcycles, a private company in the United Kingdom, finds its roots in the original Triumph organization, which built cars that had quite a following. The automaker went bankrupt in the early 1980s, and the Triumph Motorcycle Company emerged in 1983 when John S. Bloor bought the Triumph name and manufacturing rights. Triumph's sales in 2007 reached \$398,600,000. Triumph is known for its liquid-cooled three-cylinder engines, and, like Harley-Davidson, sells trademarked motorcycling apparel. Triumph's motorcycles are sold in over 20 major national markets.

#### Finance

Harley's income statements and balance sheets are provided in Exhibits 4 and 5. In its Form 10-K (Annual Report) filed on February 17, 2009, Harley-Davidson's 2008 net revenue and net income were down 2.3 percent and 29.9 percent, respectively, compared to 2007. Operating income for the Motorcycles segment was down 21.5 percent, and operating income for the Financial Services segment decreased 61.0 percent. Diluted earnings per share were \$2.79 in 2008, a 25.4 percent decrease compared to last year's \$3.74. Worldwide retail sales of Harley-Davidson motorcycles were down 7.1 percent in 2008 as compared to 2007. In the United States, retail sales of Harley-Davidson motorcycles in 2008 were down 13.0 percent; international retail sales were up 10.3 percent as compared to 2007. However, international retail sales growth slowed to 0.7 percent during the fourth quarter of 2008 as a result of deteriorating economic conditions outside the United States.

Harley CEO James Ziemer just retired and with that came the installation of Keith Wandell as president and chief executive officer of the company on May 1, 2009. CEO Wandell says Harley's credit losses have risen to 3.41 percent, from 2.71 percent the prior year, creating havoc for the company as hundreds of buyers and dealers cannot obtain financing and hundreds more default on loans. Many Harley owners who have put their heart and soul into their bikes now are having to sell them, which is a windfall benefit for other folks who have always wanted a Harley at a deal/steal. Basic consumer and commercial financing problems continue to plague Harley as 2009 nears an end. Discretionary spending on high-end consumer goods such as motorcycles has declined drastically.



**MUNHUMUTAPA SCHOOL OF COMMERCE**  
*Department of Management and Hospitality*

**MAIN PAPER**

<b>BACHELOR OF COMMERCE</b>	<b>PART 1 SEMESTER 1</b>
<b>MODULE NARRATION</b>	<b>PRINCIPLES OF MARKETING</b>
<b>CODE</b>	<b>HMM 111/112</b>
<b>DATE</b>	<b>2024</b>
<b>DURATION</b>	<b>3 HOURS</b>

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**INSTRUCTIONS TO CANDIDATES**

1. ANSWER **ANY FOUR** QUESTIONS
2. **ALL** QUESTIONS CARRY **25 MARKS** EACH
3. AS MUCH AS POSSIBLE **CITE RELEVANT** EXAMPLES

### **QUESTION 1**

Examine the key components of the holistic marketing orientation

**25**

**marks**

### **QUESTION 2**

Demonstrate your understanding of the I.H.I.PO acronym as it pertains to the marketing of services.

**25 marks**

### **QUESTION 3**

Discuss the merits and demerits of digital marketing in Zimbabwe.

**25 marks**

### **QUESTION 4**

The 4ps of marketing are regarded as, the holy quadruple of marketing faith written in tablets of stone (1986). Discuss how marketers can effectively and efficiently make use of the 4ps to achieve sustainable competitive advantage.

**25 marks**

### **QUESTION 5**

Examine how a market oriented firm can be characterized.

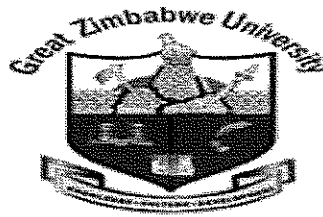
**25 marks**

### **QUESTION 6**

Discuss the role of the marketing function in the society.

**25 marks**

**End of Examination**



**MUNHUMUTAPA SCHOOL OF COMMERCE**  
*Department of Management and Hospitality*

**MAIN PAPER**

**BACHELOR OF COMMERCE**

**PART 1 SEMESTER 2**

**MODULE NARRATION**

**PRINCIPLES OF PURCHASING  
AND SUPPLY**

**CODE**

**HLT123**

**DATE**

**DURATION**

**3 HOURS**

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**INSTRUCTIONS TO CANDIDATES**

1. ANSWER **ANY FOUR** QUESTIONS
2. **ALL** QUESTIONS CARRY **25 MARKS** EACH
3. AS MUCH AS POSSIBLE **CITE RELEVANT** EXAMPLES

### **QUESTION 1**

Discuss how public procurement is contributing towards the achievement of sustainable development in Zimbabwe. **25 marks**

### **QUESTION 2**

Tender corruption scandals are increasingly becoming headline stories in most of Zimbabwe's local newspapers. Suggest strategies or ways that the Zimbabwean can adopt to combat and minimise such scandals. **25 marks**

### **QUESTION 3**

Demonstrate your understanding of the procurement process, clearly articulating the importance of each and every stage. **25 marks**

### **QUESTION 4**

With reference to any inventory management technique of your choice, examine its merits and demerits. **25 marks**

### **QUESTION 5**

Examine the relevance of the rights of purchasing in the contemporary procurement and supply environment.

### **QUESTION 6**

Discuss how the procurement function contributes towards the attainment of sustainable competitive advantage. **25marks**

**End of Examination**



**MUNHUMUTAPA SCHOOL OF COMMERCE**

**MAIN PAPER**

*Department of Management and Hospitality*

**BACHELOR OF COMMERCE**

**PART 4 SEMESTER 2**

**MODULE NARRATION  
MANAGEMENT**

**RAIL TRANSPORT AND PIPELINE**

**CODE**

**HLT 425**

**DATE**

**NOV 2024**

**DURATION**

**3 HOURS**

**ANSWER ANY FOUR QUESTIONS**

**QUESTION 1**

Detail the importance of rail and pipeline to the Zimbabwean citing relevant examples.  
(25 marks)

**QUESTION 2**

Discuss the evolution of railway system in the business world (25 marks)

**QUESTION 3**

Pipeline systems can be developed through Public Private Partnerships (PPPs). What are the benefits of the State owned pipeline. (25 marks)

**QUESTION 4**

Discuss the health and safety measures that the railway manager considers in railway operations. (25 marks)

**QUESTION 5**

Explain the social benefits of rail and pipeline to the country of your choice.

**QUESTION 6**

Discuss the Vertically Integrated and Vertically Segregated railways (25marks)

**End of exam**



**HERBERT CHITEPO SCHOOL OF LAW & BUSINESS SCIENCES**  
*Department of Management & Hospitality Studies*

**MAIN PAPER**

**MASTER OF COMMERCE**

**PART 2.1**

**MODULE NARRATION**

**CORPORATE GOVERNANCE  
& BUSINESS ETHICS**

**CODE**

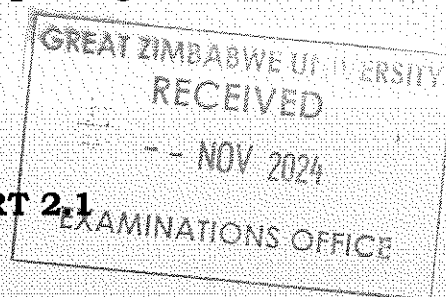
**MSM 622**

**DATE**

**2024**

**DURATION**

**3HRS 30 MINUTES**



**INSTRUCTIONS TO CANDIDATES**

1. ANSWER ALL **QUESTIONS** IN **SECTION A** AND ANY **THREE (3)** QUESTIONS FROM **SECTION B**
2. **QUESTION ONE (1)** CARRIES **40 MARKS** AND **ALL OTHER** QUESTIONS **CARRY 20 MARKS** EACH
3. AS MUCH AS POSSIBLE **CITE RELEVANT** EXAMPLES

## **CASE STUDY: TCG**

“The Group currently faces a number of significant challenges, but in the medium to longer-term we will be well positioned to build shareholder value on the back of premium brands and a fine heritage in the U.K. as well as internationally.”

Frank Meysman took on the role of TCG’s Chairman in 2011. Given Meysman’s international experience working in major companies such as Procter & Gamble, Douwe Egberts, and Sara Lee, his position was welcomed by those who felt the need for new blood in the board of TCG given the company’s poor performance.

Meysman’s appointment was also supported by existing directors of TCG. The outgoing Chairman Michael Beckett said that “his experience and knowledge of international markets will be valuable to the Group in the future”. Roger Burnell, an independent director said: “Frank’s successful international executive career, coupled with his experience as a non-executive director and Chairman makes him an excellent choice for Thomas Cook.

Following his appointment, Meysman began his search for TCG’s next CEO after Fontenla- Novoa stepped down and Sam Weihagen was appointed as interim Chief Executive. Meysman overhauled the board, oversaw three refinancing deals in a year and rejected a £400 million rights issue proposal by shareholders and travel industry veterans in 2012. Green, who was without experience in the travel industry, was subsequently appointed as CEO in 2012.<sup>95</sup> Green apparently secured the position by cold-calling Meysman and telling him that “[he] needed her”.

After he took on the role as Chairman, Meysman had said that he did not care that former CEO Fontenla-Novoa had earned millions before leaving TCG despite profit warnings during his tenure. He told a BBC radio programme in 2012, “I don’t know and I don’t care because I wasn’t there.”

A former TCG managing director John McEwan felt that Meysman should be responsible for the collapse of TCG given that TCG was “on [his] watch and therefore [he has] to take some responsibility for what has happened” regardless of whether the circumstances that caused the collapse were attributable to Meysman.

Meysman was also accused of showing “very little remorse” and “contemptible arrogance”. Meysman defended himself saying he was devastated by the collapse given his commitment to TCG which lasted almost a decade, and that it was “a gross mis characterisation” to suggest that he was not sorry that the efforts were unsuccessful in preventing TCG’s collapse.

As at FY2018, the TCG board consisted of 11 members, including Non-Executive Chairman Meysman, two executive directors, and eight non-executive directors. The two executive directors were CEO Fankhauser and Chief Financial Officer (CFO) Bill Scott. Scott was only appointed to the board in January 2018, having replaced his predecessor, Michael Healy as CFO from 1 January 2018. He has extensive experience in financial planning and reporting, having previously undertaken senior finance positions in other companies. However, Scott stepped down from the board on 30 November 2018, less than a year from his appointment as CFO.

The non-executive directors included Martine Verluyten, Chairman of the Audit Committee; Warren Tucker, Chairman of the Remuneration Committee; and Emre Berkin, Chairman of the Health Safety & Environmental Committee. Meysman was the Chairman of the Nominations Committee. Meanwhile, Dawn Airey was the Senior Independent Director.

Verluyten was appointed to the board in May 2011, and was previously CFO of Umicore and Monistar and has significant experience in audit. Apart from chairing the Audit Committee, she also was part of the Nominations Committee. Tucker, a chartered accountant, has prior experience in the travel industry, including senior finance positions in British Airways plc. He was also part of the Audit Committee. Berkin, a Turkish national, was valued for his in-depth knowledge on low-cost airline business operations, as well as his expertise in key destination markets such as Turkey. He was part of the Nominations Committee as well. Apart from non-executive director Lesley Knox, who was a member of the Audit Committee, Remuneration Committee and Nominations Committee, all other board members were only part of a maximum of two of the four board committees. Knox is said to have a strong financial services and international background, as well as significant non-executive director experience in U.K. listed companies.

## **SECTION A (COMPULSORY)**

### **QUESTION 1**

**1.1** In your opinion was Frank Meysman the right person to assume the post of chairman for the embattled TCG company **[10 marks].**

**1.2** The effectiveness of the board of directors depends on a number of attributes. Identify these from the case and justify how they can enhance board effectiveness **[20 marks].**

**1.3** Briefly discuss the mandate of any two of the committees mentioned in the case **[10 marks].**

**SECTION B:**

**(ANSWER ANY 3 QUESTIONS)**

**QUESTION 2**

Some schools of thought argue that corporate governance practices for state owned enterprises (SOEs) and public limited companies differ significantly in Zimbabwe, whereas others say that the distinction is only imaginary. What is your take in this? Substantiate your position **[20 Marks].**

**QUESTION 3**

In the context of the Dahlsrud (2008) model, discuss the extent to which a Zimbabwean stock listed company has indisputably demonstrated good corporate social responsibility to its diverse stakeholders **[20 Marks].**

**QUESTION 4**

**4.1** While the board of directors is primarily responsible for creating wealth for the shareholder and the company's stakeholders, it cannot do so effectively if risk management is overlooked. Elaborate on the major duties of the board of directors in relation to risk management as espoused in the Committee of the Sponsoring Organisations of the Treadway (COSO) guidelines **[10 Marks].**

**4.2** Justify the rationale for having a sound internal control systems **[10 Marks].**

**QUESTION 5**

Critically examine the benefits and consequences of whistleblowing to the organisation **[20 Marks].**

**QUESTION 6**

Give an analytical evaluation of the applicability of any two corporate governance models in Zimbabwe. **[20 Marks].**

**END OF EXAM**

***Best of luck!!***



**MUNHUMUTAPA SCHOOL OF COMMERCE**  
*Department of Management Studies*

**BACHELOR OF COMMERCE PART 1 SEMESTER 2**

**MODULE NARRATION: SUSTAINABLE SUPPLY CHAIN MANAGEMENT**

**CODE: MSCM618**

**DATE: JUNE 2024**

**DURATION: 3½ HOURS**

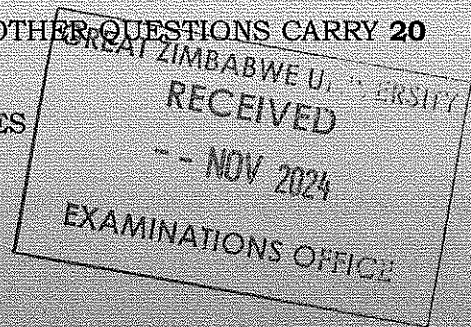
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ANSWER ALL QUESTIONS FROM **SECTION A** AND ANY **THREE (3)** FROM **SECTION B**.

QUESTION ONE (1) CARRIES **40 MARKS** AND ALL OTHER QUESTIONS CARRY **20 MARKS** EACH.

AS MUCH AS POSSIBLE CITE RELEVANT EXAMPLES

**30 MINUTES READING TIME FOR CASE STUDY**



## **SECTION A**

### **COMPULSORY SECTION**

#### **CASE STUDY: HP AUSTRALIA: SUSTAINABLE SUPPLY CHAIN MANAGEMENT STRATEGIES**

### **QUESTION 1**

- 1.1. Evaluate Hewlett's sustainable supply chain management strategies used in this case study. **[20marks]**
- 1.2. Discuss in detail Agility strategy and how Hewlett may design its supply chain to be agile. Be guided by the following:
  - 1.2.1 characteristic features of Agility strategy **[5marks]**
  - 1.2.2 Agility drivers **[5marks]**
  - 1.2.3 Agility capabilities **[5marks]**
  - 1.2.4 Agility Providers **[5marks]**

## **SECTION B**

### **QUESTION 2**

Examine global trends that acted as drivers to the adoption of Supply Chain Management as new strategic marketing competitive paradigm. **[20marks]**

### **QUESTION 3**

Bechtel and Jayaram, 1997, in their publication "Towards a unified definition" attempted to give a concise definition of SCM by introducing the Four Fundamentals of SCM.

Using these Four Fundamentals discuss the Bechtel and Jayaram, (1997) perspective of Supply Chain Management. **[20marks]**

#### **QUESTION 4**

Discuss the concept Demand Driven Supply Chain and how a named Supply Chain may design its supply chain to be demand driven.

#### **QUESTION 5**

Using Supply chain balanced scorecard framework (Brewer and Speh, 2000), discuss how you will evaluate Sustainable Supply Chain performance of all your supply chain stages. **[20marks]**

#### **QUESTION 6**

Discuss two supplier relationship management perspectives (Management view and Technology focused view) D. Corsten, and J. Hofstetter, (2001) supplier relationship management perspectives. **[8marks]**

Guided by relationship management models discuss why some relationships are successful showing network relationships drivers that you need to promote in managing supply chain relations. **[12marks]**



## **HP AUSTRALIA: SUSTAINABLE SUPPLY CHAIN MANAGEMENT STRATEGIES**

### **ABSTRACT**

This case study explores the supply chain management strategies of Hewlett Packard Australia.(HP). At the heart of HP's supply chain strategy is sustainability. HP sees itself as a socially responsible organisation and therefore pursuing sustainable supply chain practices are seen as an integral part of achieving the social responsibility. HP proactively seeks to use its sustainable supply chain practices as a competitive tool so as to improve its image among stakeholders as a good global citizen. HP runs an ambitious program of asset recovering centred on recycling as part of its supply chain and encourages both suppliers and customers to become part of its sustainability program.

Key words: Sustainability, Supply Chain, Strategy, Australia

### **CONTEXT**

In 1999, leading strategy scholars described global sustainability as an emerging challenge that will change industry landscapes and unearth new and exciting business opportunities (Hart and Milstein, 1999). Eight years on, the global sustainability phenomenon shows no sign of abating and their forecast that Oil Age technologies will give way to Information Age technologies that will cause society to experience dramatic technological and economic change seems to be unfolding before us right now.

For the global organisation Hewlett Packard (HP), the concept of global sustainability is certainly not new. HP's commitment in upholding corporate social responsibility and sustainability practices is an organisational quality that has a long history. It dates back to HP's first founders in the 1930's when Dave Packard spoke of concepts that appear commonplace in today's corporate arena. Even then initiatives such as making charitable donations and other contributions to the community set the company apart, providing a clear public statement that HP had a vision beyond that of solely making

profits. Today, HP Australia shows that to live by its vision of socially responsible practices, the company requires an organisation wide focus on what is important to the organisation and its customers. It sees sustainability initiatives as a key to achieving social responsibility. At HP, management argues that sustainability initiatives do not stop with the product designers or the engineers but are infused across the organisation. According to Environmental Manager, Annukka Sairanen, for instance, HP's network of environmental professionals, ranging from front-end staff like herself who deal directly with stakeholders, to packaging engineers, to HP suppliers, all play a part in ensuring that the sustainability initiatives both perpetuate and build on the financial strengths of the organisation (Sairanen, 2006). HP's strategies can be identified as follows:

### **STRATEGY 1: MAXIMISE ON MARKET LEADER POSITION**

#### ***Be visionary and proactive***

According to HP managers we interviewed, HP sets itself apart from other companies in their industry in that it is not satisfied with mere compliance with government environment protection legislation. As leaders of the industry, they recognize that actively contributing to government rule-making and taking on pro-active strategies to pre-empt policy changes enables the organisation to progress human and ecological sustainability measures, enhance their reputation and take leadership in order to increase competitiveness.

For example, in line with its corporate vision, but also in preparation for the passing of environmental legislation mandating IT companies to recycle their electronic parts, HP Australia has chosen to take on a 'beyond compliance' stance. HP Australia's 'C4PA Program' (Cartridges 4 Planet Ark) is an example of HP's commitment to becoming the 'leader in delivering environmentally sustainable solutions for the common good' by 'providing customers with inventive, high quality products and services that are environmentally sound throughout their lifecycles' (HP, 2006a). For their commercial customers, HP provides a take-back program called 'Asset Recovery Services' where customers are able to return their products back to HP for responsible recycling. Returned products that still have retained value are refurbished and resold on the client's behalf. In some instances, the recouped value can be returned to the customer allowing them to offset some of the costs when they buy a new product from HP.

### **STRATEGY 2: BUILDING COLLABORATIVE RELATIONSHIPS**

Recognizing the benefits of collaboration with governments, HP was the first IT company in Australia and in the world to sign a 'Sustainability Compact' with the environmental regulator Department of Environment and Climate Change (DECC) in order to encourage more sustainable practices throughout the sector. Collaborating with government agencies through signing of voluntary agreements and compacts not only

demonstrates HP's leadership in sustainability, but acts as a risk management measure. The closer relationship with regulators enables the company to more accurately predict likely legislative change. The program is described as a core strategic initiative and follows a natural progression from HP's Global Citizenship commitment(HP, 2006a).

The 'Sustainability Compact', essentially an agreement between HP and DECC, commits HP for three years to the advancement of sustainability practices across HP's facilities, operations and supply chain. The Compact emphasizes joint implementation of sustainability projects according to agreed upon targets and timelines. The Compact Commitments include:

- Strategic sustainability planning and reporting
- Staff and other stakeholder involvement in sustainability planning, training and project development
- Product stewardship relating to computer hardware, printer supplies (consumables) and packaging
- Environmentally preferable IT purchasing by consumers, business and government
- Enhanced environmental performance of HP sites and operations including resource efficiency, waste avoidance and recovery and other aspects of facilities management
- Environmental auditing supported by staff education and training

HP's vision and reputation as one of the world's most respected global citizens is enhanced through this Compact. It provides business opportunity through more efficient management of resources as well as a key proof point when demonstrating environmental leadership to customers whose procurement decisions take environmental sustainability of suppliers into account. It also provides leverage when seeking to influence other organisations to adopt the sustainable initiatives for their own systems. It is HP's aim that by setting themselves as an example, they can inspire and lead others in the IT industry to operate together as a sustainable network.

### **STRATEGY 3: TURNING ENVIRONMENTAL PRIORITIES INTO COMPETITIVE ADVANTAGE**

#### ***Recycling as a way of business***

HP's competitive advantage comes from making sure that recycling of electronic goods, one of HP's environmental priorities, is embedded in the way they do business. Instead of looking only at the disposal phase of a product, HP implements environmental considerations throughout the lifecycle of each product through a competitive core design strategy, 'Designed for Recyclability, Designed for Environment'. This means that design according to environmental

principles continues through to manufacturing, packaging and finally disposal of products. A key question underpinning the organisation wide design strategy is:

**“How can you design a better product that is easier and cheaper to recycle at the end of its life?”**

The linked understanding is that recycling as a cost in the supply chain needs to be minimized,

*“...instead of having twelve screws in your printer why don't [we] just eliminate all the screws and have snap-on features? [Snap-on features as fixture that affix product materials and components together similar to screws. Using snap-on features mean reducing the time to separate plastics...thus saving] money in the recycling proportion and having a competitive advantage over someone who doesn't do that” (Sairanen, 2006).*

### ***Sustainable design and innovation***

Sustainable and innovative product design ideas have led to an approach by HP which focuses on reducing materials used in the making, packaging and delivery of the product. By minimizing the amount of packaging that surrounds each product, HP effectively minimizes the space that the products take up, hence reducing transportations costs that comes with airfreight or sea freight methods. In 2005, the number of PC's which fit on one shipping pallet rose from 28 to 40 units, thus affecting a 40% reduction in the energy required for shipping (HP, 2006b).

An example of the design and packaging innovations at HP is the shift towards modular designs so as to facilitate easier disassembly and recycling. Additionally, products are now assembled using 'snap-on' features, removing glues and adhesives from the production process. It also now uses moulded pulp (which is also recyclable post use) to produce packaging or protective casing for its products.

### ***Harnessing human resource innovation***

According to Krueger and Killham (2006), creativity and innovation is derived from: *“engaged employees who work with passion and feel a profound connection with their company. They drive innovation and move the organisation forward.”*

HP's product designers or environmental design engineers are also known as environmental product stewards who are specifically tasked to incorporate and

translate the environmental guidelines into the design of their products.

Internal environmental design awards such as the PEAC (Packaging Environmental Advisory Council) award are examples of tools that HP utilizes to ensure that environmental guidelines are always translated into practical product packaging solutions. The various packaging design ideas are then stored on the intranet serving as a valuable innovation resource.

HP Product designers are trained on the company's Design for Environment principles. HP has its own recycling centres in Europe and North America and first-hand learning from these organisations has translated into a sustainable perspective across the organisation. Management of the recycling process has helped the company to learn from its experiences in product recycling and to translate these experiences into effective, better approaches to product disassembly and recycling and to, in turn include them in the product design engineer training. During the design process, there is opportunity to assess an element and remove it from the product in order to enhance the product's ability to be recycled. Designers are also trained in the regulations around the world that require HP to remove certain hazardous components (e.g. batteries for instance) from the products before they recycled.

### ***Full circle benefits***

As a first mover in the industry, HP has had to re-educate their partners and suppliers along the way in fulfilling their environmental corporate objectives. As awareness of environmental sustainability builds in the IT industry and overall business environment, HP finds itself in an interesting position where customers are now demanding solutions for the dilemmas that they now facing as a result of global environmental regulations. Effectively, the market and regulatory forces have now provided the impetus for the industry to catch up with HP. This push from the supply chain provides HP with more support for their initiatives. It demonstrates that HP has certainly faced up to the challenge of global sustainability. Their creative strategies continue to reinforce their position as market leader and visionaries.

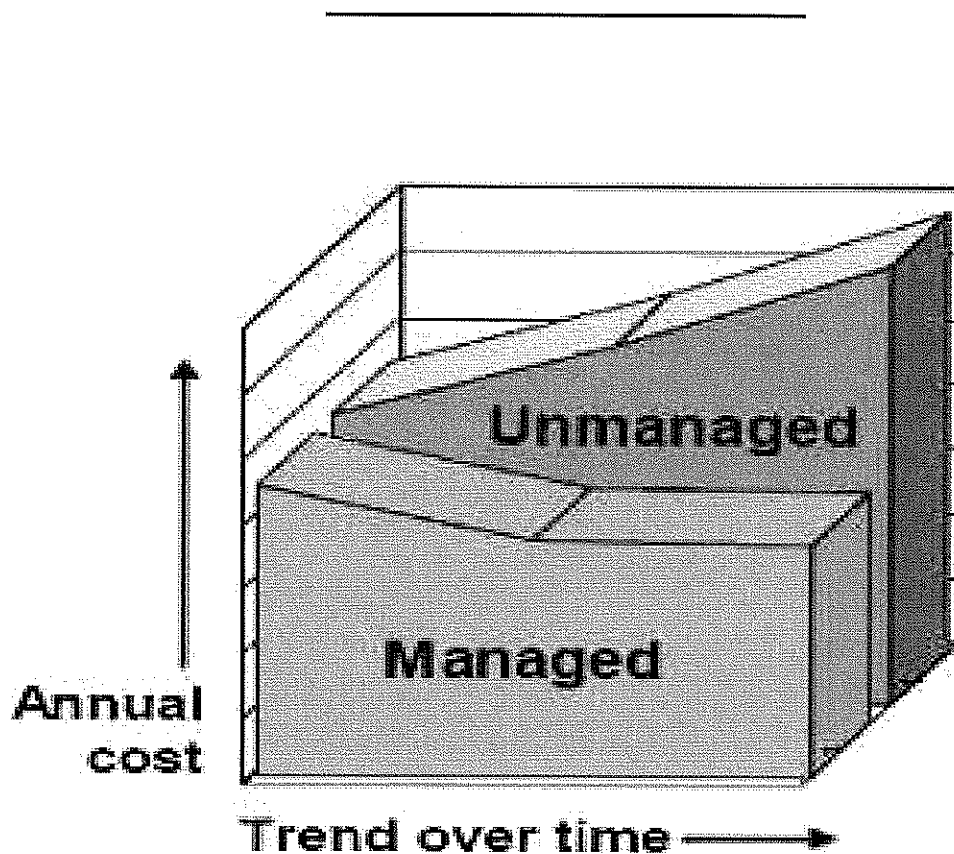
## **DISCUSSION FOCUS**

### **Sustainable Product Service System (SPSS)**

The Sustainable Product Service System (SPSS) is an example of HP's continued investment in creating innovative services and product systems, all part of harnessing their competitive advantage. The SPSS is part of a total cost of ownership (TCO) approach founded by HP and Gartner in the 1990's. The SPSS represents a "cradle-to-cradle" approach; where people are offered solutions as products. Need-focused solutions are inherently more sustainable than products as they offer the value of use rather than the product itself (Tukker and Tischner 2006).

As Michael Wagner (2006), Business Development Manager of HP points out, buying the device is only the tip of the iceberg, and HP is committed to providing their customers with the whole iceberg – a solution which manages the hardware, software and services in a Sustainable Product Service System (SPSS).

Total cost of ownership (TCO) is defined as the cost of procuring, deploying, managing and maintaining Information Technology (IT) systems (HP TCO, 2006). Figure 1 is a graphical representation of how a much lower total cost of ownership can be achieved over time by using a managed approach for all the costs involved in the lifecycle of IT systems.

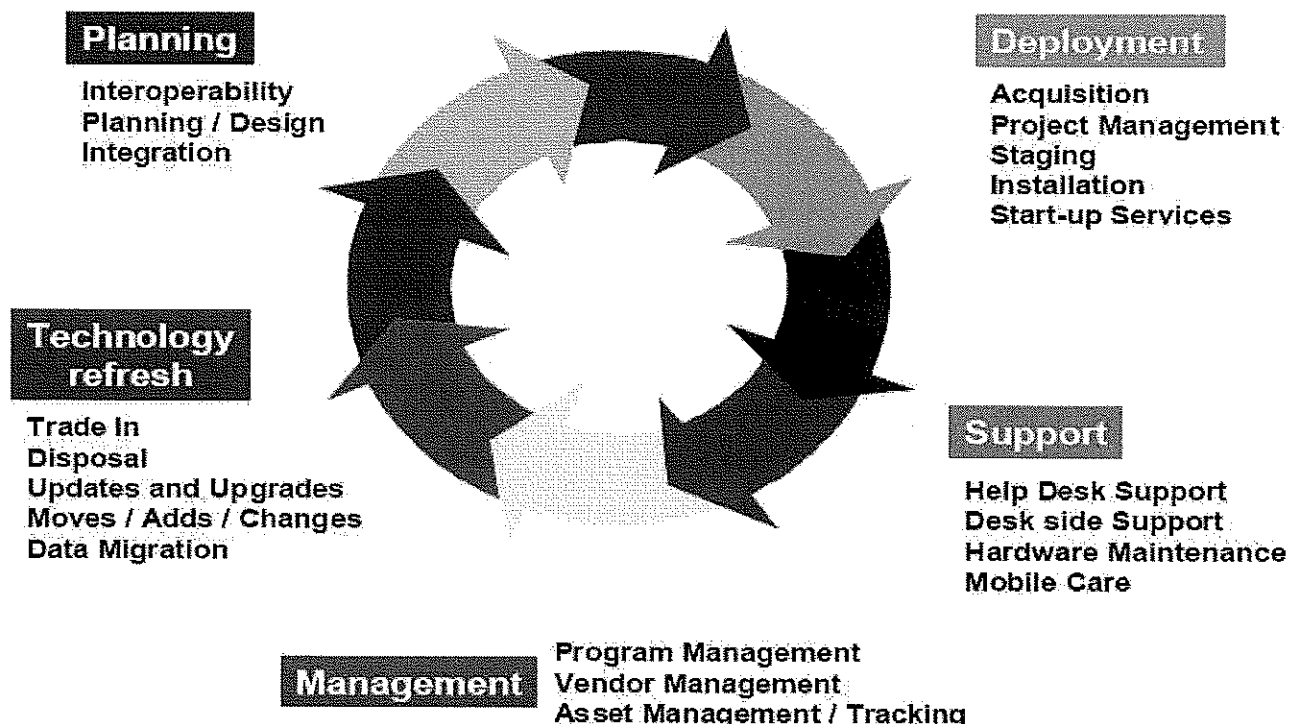


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The “unmanaged” approach results from purchasing decisions made only on initial hardware cost without considering the impact for on-going support and services costs. The reality is that initial hardware costs of the technology amounted to only 20-25% of the total cost, whilst post- deployment costs may constitute up to 80% of total IT expenses (Wagner 2006).

---

Insert Figure 2 about here



---

This is where the SPSS fits in – the life cycle approach of SPSS, in Figure 2, enables HP to realize measurable TCO cost savings for customers in the management, maintenance, upgrade, and support of their overall IT environment. Effectively, HP has proven the value of applying TCO reduction strategies within its own organisation, reaping a dramatic savings of over “\$200 million annually in overall IT costs” (HP TCO, 2006). The conception of SPSS was customer driven- customer feedback signalled demand for a sustainable model of funding, for someone to run and manage their IT system in a responsible and efficient manner (Preston, 2001). However, when it comes to selling the system, HP has experienced a low level of market penetration. HP has tried to get around this hurdle by training its executives and sales team to sell the financial benefits of the SPSS, through concepts such as:

- Net Present Value
- Return on Investment – the total cost of ownership approach is important in measuring the correct ROI as it ensures that all costs are incorporated.

However, whilst almost all customers whom they approached recognized the innovative approach underpinning the SPSS, few would commit to buying it. This hesitance by the market can be attributed to intra-organisational issues and responsibilities as well as cultural resistance. HP’s experience with the SPSS has been that the managers to whom they are selling the product to are largely from the procurement area, and do not see the benefits of the TCO approach.

Procurement managers in general are not privy to the fact that savings in administration, productivity, and service costs will benefit the bottom line in the short term. Departmental budgets and responsibilities are regarded as a priority over the greater long-term benefits that SPSS can bring to their business as a whole.

The sustainable business model may be attractive to the CEO, with an umbrella vision of the firm, but the differentiation of responsibilities in most organisations means that the project decision is delegated to the CFO and CIO. Using traditional financial indicators as a measure, the probability of SPSS being adopted is further reduced. Effectively, “*the financial value of environmental drivers is lost*” (Preston, 2001) as financial managers in companies have yet to recognize what environmental values can bring to the bottom

line:

"the decision level must be raised to the point where all costs to the organisation are relevant"(HP Invent, 2006)

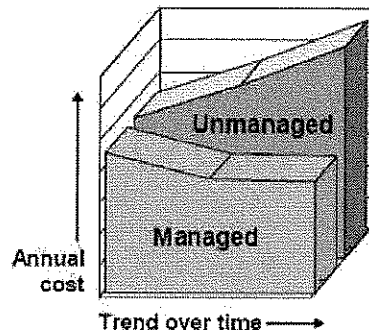
The SPSS example highlights the fact that sustainability needs to be integrated into all decision- making in the organisation for long-term benefits to be achieved. Corporate social responsibility is not limited to restrictive practices relative to corruption or human dignity; it is also about protection of the environment. HP as a large multinational is a good example of a company that has demonstrated this aspect of social responsibility through proactive strategies. Interestingly, these strategies have the capability of yielding competitive advantage for HP. However, the sustainability of this competitive advantage is reliant on future strategic actions of its competitors and may be dependent upon future shifts in national policy making. For some constituencies, such as Australia, for instance, it seems highly likely that future legislation will address both the need for product stewardship in the electronics industry and for all industry sectors to reduce their carbon footprint.

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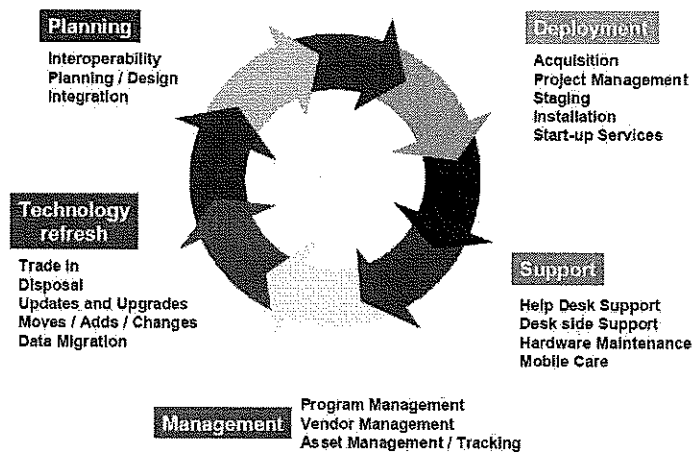
**Note: *The authors have written permission from HP Australia to publish this case study.***

**Figure 1: Total Cost of Ownership**



**Figure 2: Life Cycle approach to TCO reduction**

(Source: HP TCO, 2006)

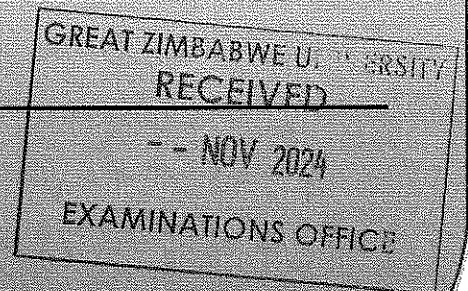




**MUNHUMUTAPA SCHOOL OF COMMERCE**  
*Department of Management Studies*

**EXAMINATION PAPER**

<b>BACHELOR OF COMMERCE</b>	<b>PART 4 SEMESTER 2</b>
<b>MODULE NARRATION</b>	<b>LOGISTICS PLANNING AND STRATEGY</b>
<b>CODE</b>	<b>HLT 422</b>
<b>DATE</b>	<b>2024</b>
<b>DURATION</b>	<b>3 HOURS</b>



**INSTRUCTIONS TO CANDIDATES**

1. ANSWER **QUESTION 1** IN SECTION A AND ANY **THREE (3)** QUESTIONS FROM **SECTION B**.
2. **QUESTION 1** CARRIES **40 MARKS** AND **ALL** OTHER QUESTIONS CARRY **20 MARKS** EACH.
3. AS MUCH AS POSSIBLE **CITE RELEVANT** EXAMPLES

## **SECTION A: (COMPULSORY)**

### **QUESTION 1**

Hind Watches (HW) was established in 1962 in Bangalore as a PSU with foreign collaboration. This was the first factory of its kind in India to manufacture wrist watches. Since the production was very low till 1978, the sale was comparable with imported watches.

In 1978, another factory was established with two million capacity and mass production technology. In order to cater to the market demand, dealers in major cities were appointed. The company was “protected” and had established its brand name.

On opening of the country’s economy, new players entered into the market in 1982 with new type quartz watches and with innovative methods of advertisements and techniques which became a major threat to HW. In 1990, another private manufacturer with a capability of producing two million quartz watches was started in Delhi. HW had to face further tough competition.

New entrants had modern technology and more tuned products required by customers. To counter competition, HW changed its strategy. It started a new distribution strategy by appointing dealers in major cities, including nodal warehouses in Bangalore and Delhi, resorting to institutional sales. It also opened specialized showrooms to cater to customer demands. Due this, the sales of HW went up to 7 million watches in 1995, as against the total sales of only 4 million watches of all its competitors put together.

At this juncture, new management took over HW. A Voluntary Retirement Scheme (VRS) was introduced. A number of senior officers left the Organization under the VRS. New Heads of Departments took charge of the organization of HW. They had expertise in Capital Goods Marketing, while selling/marketing of wrist watches was essentially retail-based. These changes affected the sales of HW. It dropped to just 4 million, while the sales of the competitors’ went up to 5 million. Apart from this, HW had only 400 models of watches while the competitors had more than 1,000 models. HW had a traditional management system, whereas its competitors were having professional personnel with knowledge of modern techniques. The customers began to feel that HW has now become old-fashioned. This reduced the sales drastically which resulted in the closure of special shops and a number of showrooms of HW.

Lastly, the pricing of the watches manufactured by HW were based on equal distribution of expenses. At present, HW is operating through two Nodal Warehouses, whereas the sales of its competitors are effected through dealers who have their own warehouses and distributors having their own infrastructure. Further, the competitors had their own specialized franchises showrooms (Ramwi, 2023).

**Questions:**

- 1.1 Examine the reasons for the downfall of HW **(8 Marks)**
- 1.2 What product strategy should have been adopted by HW to sustain competition and improve customer service? **(8 Marks)**
- 1.3 According to your analysis, how did the private companies manage to have an edge over HW? **(8 Marks)**
- 1.4 Explain the effects of organizational changes which led to the deterioration in the performance of HW. **(8 Marks)**
- 1.5 Proffer the remedial measures which you think would be needed to improve the performance of HW **(8 Marks)**

**QUESTION 2**

- 2.1 Discuss any six internal and external pressures that your current logistics system is subjected to. **(10 Marks)**
- 2.2 Citing practical and relevant examples, show your understanding of the logistics planning control cycle. **(10 Marks)**

**QUESTION 3**

- 3.1 Detail why the initial phase of strategy planning should incorporate a review of the external environment within which your business operates. **(10Marks)**
- 3.2 Outline any four factors depicting the importance of logistics planning and strategy in enhancing service delivery, hence organisational performance. **(10 Marks)**

**QUESTION 4**

- 4.1 Discuss how the adoption of the concept of capacity planning attempts to level mismatches between capacity and demand in the supply chain. **(10 marks)**
- 4.2 Outline the four levels/types of logistics plans **(10 Marks)**

**QUESTION 5**

- 5.1 Outline any five elements that your logistics system needs to plan for to achieve a perfect order goal. **(10 Marks)**
- 5.2 Discuss any five conditions that prompts logisticians to think planning **(10 Marks)**

**QUESTION 6**

- 6.1 Illustrate how the generic Lean and Agile approaches apply to your current organisational logistics system **(10 Marks)**
- 6.2 Proffer **any other** five strategies which emphasise logistics performance in the supply chain **(10 Marks)**

**END OF EXAM**



**HERBERT CHITEPO SCHOOL OF LAW AND BUSINESS SCIENCES**  
*Department of Management and Hospitality*

**MAIN PAPER**

**BACHELOR OF COMMERCE**

**PART 2 SEMESTER 2**

**MODULE NARRATION**

**AIRLINES AND AIRPORT MANAGEMENT**

**CODE**

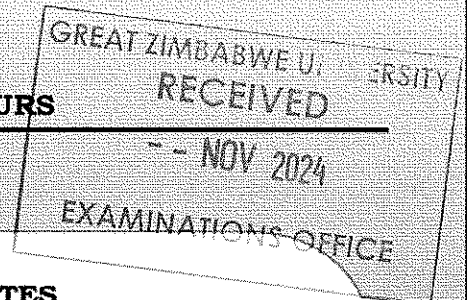
**HLT224**

**DATE**

**2024**

**DURATION**

**3 HOURS**



**INSTRUCTIONS TO CANDIDATES**

1. ANSWER ANY FOUR (4) QUESTIONS
2. ALL QUESTIONS CARRY EQUAL MARKS (25 MARKS)
3. AS MUCH AS POSSIBLE CITE RELEVANT EXAMPLES

### **QUESTION 1**

As an Airport manager, explain the economic characteristics of airlines in Zimbabwe.  
(25 marks)

### **QUESTION 2**

Discuss the regulations that air transport operators consider for smooth operations..  
(25 marks)

### **QUESTION 3**

Justify the need for Zimbabwean companies to choose air transport in carrying goods and services than using road mode..  
(25 marks)

### **QUESTION 4**

Examine the importance of Information Communication technology in Airlines and Airports.  
(25 marks)

### **QUESTION 5**

**.There is great need for security in the operation of an Airlines. Detail the security issues that you would consider.**  
(25 marks)

### **QUESTION 6**

Justify the need for segmentation of the passenger market in International air transportation.  
(25 marks)

**END OF EXAM**



**MUNHUMUTAPA SCHOOL OF COMMERCE**  
*Department of Management Studies*

**EXAMINATION PAPER**

**BACHELOR OF COMMERCE**  
**MODULE NARRATION**

**PART 2 SEMESTER 2**  
**PASSENGER AND CARGO**  
**MANAGEMENT**

**CODE**

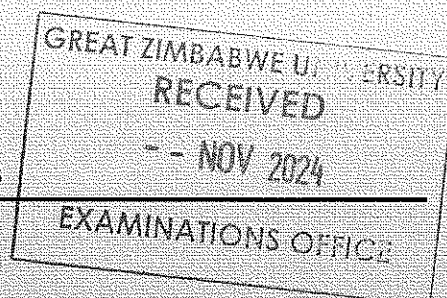
**HLT 222**

**DATE**

**2024**

**DURATION**

**3 HOURS**



**INSTRUCTIONS TO CANDIDATES**

1. ANSWER QUESTION 1 IN SECTION A AND ANY THREE (3) QUESTIONS FROM SECTION B.
2. QUESTION 1 CARRIES 40 MARKS AND ALL OTHER QUESTIONS CARRY 20 MARKS EACH.
3. AS MUCH AS POSSIBLE CITE RELEVANT EXAMPLES

## **SECTION A: (COMPULSORY)**

### **QUESTION 1**

Stakeholder management is the process by which you organize, monitor and improve your relationships with your stakeholders. A good stakeholder management process will be the means through which you are able to coordinate your interactions and assess the status and quality of your relationship with various stakeholders. From planning, to design, and delivery, effective stakeholder engagement truly adds value at every stage of a transport project. Capturing and incorporating community and stakeholder expertise, local knowledge, ideas, and feedback strengthens decision making. And, by understanding your stakeholders' perceptions, you can truly raise the profile of transport projects and build community ownership of outcomes.

Picture a city that deals with increased traffic congestion and pollution due to an outdated transportation system. To address these concerns, the city's transport authorities decide to develop a new public transit project. But, instead of solely relying on technical expertise, they initiate a comprehensive stakeholder engagement process. This enables them to evaluate the social and environmental impacts and cater to transportation needs by collecting input from stakeholders and the community.

You see, when your stakeholders provide input about their needs and concerns, you are making sure that they are not only given a voice but they are heard. Engaging with stakeholders gives you valuable insights into people's behaviour and perceptions. Whether this is travel behaviour, commuter experiences, or safety concerns, this helps you figure out your stakeholders' preferences when you are evaluating different options.

Discuss the following five essential steps for stakeholder engagement in transportation. The steps involve engaging with stakeholders to promote a sustainable and inclusive future for transportation:

- 1.1 Identifying key stakeholders **(8 Marks)**
- 1.2 Gathering diverse perspectives **(8 Marks)**
- 1.3 Considering environmental and social impacts **(8 Marks)**
- 1.4 Actively listening to stakeholders **(8 Marks)**
- 1.5 Integrating stakeholder input in the planning process **(8 Marks)**

### **QUESTION 2**

2.1 Discuss how the length of haul relative to travelling and shipping is an important characteristic in determining modal choices. **(8 Marks)**

2.2 Even if containerisation conveys numerous advantages to freight distribution, it does not come without challenges. Discuss **(12 Marks)**

### **QUESTION 3**

One of the most prevalent challenges within the City of Harare occurs when transport demand exceeds transport supply. Discuss any six major causes and effects of this scourge and suggest mitigatory strategies.

**(20Marks)**

### **QUESTION 4**

4.1 Discuss the four risk response strategies detailing how they can be applied as solutions to a plethora of risks bedevilling travelling and shipping in Zimbabwe. **(10 Marks)**

4.2 Considerable transportation cost savings can be achieved through consolidation. Outline any three ways to achieve consolidation. **(10 Marks)**

### **QUESTION 5**

5.1 Outline the main policy instruments covered in the National Transport Policy highlighting their importance to national development? **(10 Marks)**

5.2 Interrogate any four regulations that mandate the means by which dangerous goods are handled, packaged, labelled and transported. **(10Marks)**

### **QUESTION 6**

6.1 Highlight how urban productivity is highly dependent on the efficiency of its transport system between multiple origins and destinations. **(10 Marks)**

6.2 Using more than one mode can lead to transportation services having reasonable trade-offs between cost and transit time. Discuss any three practical common intermodal combinations that turn out to be convenient.

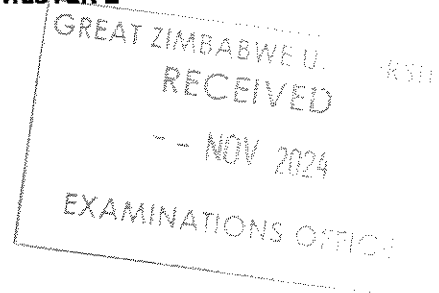
**(10 Marks)**

**END OF EXAM**



**MUNHUMUTAPA SCHOOL OF COMMERCE**  
**DEPARTMENT OF MANAGEMENT STUDIES**  
**MAIN EXAMINATION**

<b>BACHELOR OF COMMERCE DEGREE</b>	<b>PART 2 SEMESTER 2</b>
<b>TRANSPORT ECONOMICS</b>	<b>HLT221</b>
<b>DATE</b>	<b>2023</b>
<b>DURATION</b>	<b>3 HOURS</b>



***INSTRUCTIONS TO CANDIDATES***

- 1. Answer any four questions*
- 2. All questions carry equal marks*
- 3. Start each answer on a fresh page*
- 4. Show all workings, where applicable*

### **QUESTION 1**

(a) Explain the fundamental problem in transport management. [5 marks]

(b) Discuss the role of the three main economic agents involved in transport sector. [20 marks]

**[Total 25 marks]**

### **QUESTION 2**

Discuss the link between economic growth and transportation.

**[Total 25 marks]**

### **QUESTION 3**

Identify and discuss factors which determine demand for transport and distinguish how they can be factors which influence elasticity of demand for transport as well.

**[Total 25 marks]**

### **QUESTION 4**

With the help of clearly labelled diagrams, compare and contrast perfect competition and monopolistic competitive market structure in relation to transport sector.

**[Total 25 marks]**

### **QUESTION 5**

(a) Describe the Zimbabwean transport sector. [10 marks]

(b) Discuss the challenges that Zimbabwe is facing in an effort to be a transport and logistics hub of the SADC region. [15 marks]

**[Total 25 marks]**

**END OF EXAMINATION**



**HEBERT CHITEPO SCHOOL OF LAW AND BUSINESS SCIENCES**  
*Department of Management and Hospitality*

**MAIN PAPER**

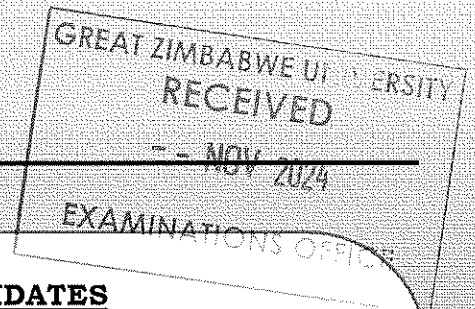
**BACHELOR OF COMMERCE PART 2 SEMESTER 1**

**MODULE NARRATION CUSTOMS PRACTICE AND DOCUMENTATION**

**CODE HLT213**

**DATE 2024**

**DURATION 3 HOURS**



**INSTRUCTIONS TO CANDIDATES**

1. ANSWER ANY FOUR QUESTIONS
2. EACH QUESTION CARRIES TWENTY-FIVE [25] MARKS
3. YOU ARE ENCOURAGED TO MAKE USE OF RELEVANT AND PRACTICAL EXAMPLES

## **QUESTION 1**

Identify and explain the obligations of both the exporter and importer in each of the incoterms 2010 citing examples where necessary:

- i. EX WORKS. *[25 Marks]*
- ii. FAS. *[25 Marks]*
- iii. FOB. *[25 Marks]*
- iv. FCA. *[25 Marks]*
- v. CPT. *[25 Marks]*
- vi. CIF. *[25 Marks]*
- vii. CIP. *[25 Marks]*
- viii. DAT. *[25 Marks]*
- ix. DAP. *[25 Marks]*
- x. DDP. *[25 Marks]*
- xi. CFR. *[25 Marks]*

## **QUESTION 2**

Customs legislation is a hindrance in importation and exportation of goods. Discuss *[25 Marks]*

## **QUESTION 3**

Critic Export Processing Zones and their contribution to the economy of Zimbabwe *[25 Marks]*

## **QUESTION 4**

The movement in the supply chain is highly dependent on documents. Illustrate *[25 Marks]*

### **QUESTION 5**

What procedures must be followed in applying for a Bonded Warehouse and what are the rules governing the operations of Bonded Warehouse. *[25 Marks]*

**END OF EXAMINATION**



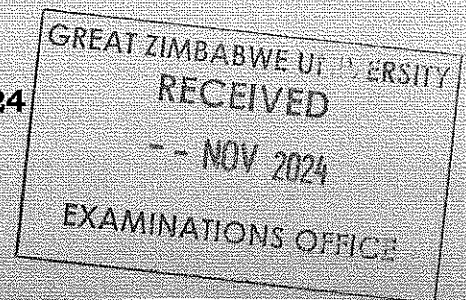
**MUNHUMUTAPA SCHOOL OF COMMERCE**  
*Department of Management Studies*

**BACHELOR OF COMMERCE PART 1 SEMESTER 2**

**MODULE NARRATION: SUPPLY CHAIN MANAGEMENT**

**SPECIAL PAPER**

<b>CODE:</b>	<b>HLT211</b>
<b>DATE</b>	<b>SEPTEMBER 2024</b>
<b>DURATION</b>	<b>3½ HOURS</b>



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ANSWER ALL QUESTIONS FROM **SECTION A** AND ANY **THREE (3)** FROM **SECTION B**.

QUESTION ONE (1) CARRIES **40 MARKS** AND ALL OTHER QUESTIONS CARRY **20 MARKS** EACH.

AS MUCH AS POSSIBLE CITE RELEVANT EXAMPLES

## **SECTION A**

### **CASE STUDY: Dell using the Supply Chain to Compete**

#### **QUESTION 1**

1.1 Evaluate Dell's SCM strategies used in this case study **[15marks]**

1.2 Demonstrate Dell's SC responsiveness with the use of SC drivers:

1.2.1 Facilities [6 marks]

1.2.2 Inventory [4marks]

1.2.3 Information [4marks]

1.2.4 Transport [4marks]

1.3 Discuss how Dell can improve its (BTO) supply chain by adopting postponement  
**[7Marks]**

## **SECTION B**

#### **QUESTION 2**

Discuss the five stages of supply chain evolution (should show dominant features for each stage), contrasting yesterday, today and tomorrow supply chains. **[20marks]**

#### **QUESTION 3**

Using John Mentzer, et al, (2001) discuss the concept Supply Chain Management.  
**[20Marks]**

#### **QUESTION 4**

Discuss the concept of supply chain competition using the following guides:

4.1.1 Forms of supply chain competition. **[4 marks]**

4.1.2 Sources/bases of Supply Chain competitive advantages (use SC theories to discuss this). **[8marks]**

4.1.2 Supply Chain capabilities and competencies they compete on. **[8marks]**

### **QUESTION 5**

Discuss the concept of Supply Chain Collaboration (SCC) demonstrating its practical application to a Zimbabwean firm. **[20marks]**

### **QUESTION 6**

6.1 Discuss the concept Demand Driven Supply Chain (DDSC). **[ 8marks]**

6.2 Examine the main features and capabilities a Demand Driven Supply Chain should possess. **[12marks]**

## Dell: using the supply chain to compete



The personal computer (PC) sector was still in its infancy when, in 1983, medical student Michael Dell began buying up remainder stocks of outdated IBM PCs from local retailers.

Dell upgraded the machines in his college dorm, and then sold them on at bargain prices to eager customers. Dell abandoned his studies soon afterwards to concentrate on his growing computer business. By 1985 Dell Computer had switched from upgrading old IBMs to building its own machines. Even then, Dell was different from other computer manufacturers of its day. The machines themselves were technologically unremarkable, but it was the way in which they were sold – directly to the customer – that gave the upstart company a unique advantage over established PC makers.

### **Dell's business model**

While the industry leaders vied to introduce PCs with ever faster and more impressive technology, they gave little consideration to the mundane business of supply chain management. The computers they produced were invariably made-to-forecast and because of the way they were sold – through shops, resellers and systems integrators – were then destined to languish for an average of two months in warehouses or on shop shelves before being purchased by a customer. In doing so they exposed their makers to the inherent double jeopardy created by the dynamics and economics of the industry. Firstly, component costs have been falling since the industry's inception; particularly the all-important processors that had fallen in price by an average of 30 per cent per year. The longer these components wait to be sold, the worse value they become. Historically, component costs accounted for around 80 per cent of the total cost of a PC. Secondly, there is the risk that a step-change in technology may make millions of dollars' worth of finished product obsolete overnight, forcing manufacturers to compensate resellers for unloading stocks at a loss. By selling directly to the customer Dell was able to configure and assemble every PC to order, which in turn enabled it to maintain its cost advantage over conventional rivals. Dell's low-priced machines with their bespoke configuration were an attractive option for customers who were confident enough to buy direct. Nevertheless, for many years received wisdom in the industry considered Dell to be nothing more than a successful niche player. It was widely believed that the majority of business-to-business customers, and indeed consumers buying PCs for the home, would always prefer to purchase their equipment through traditional channels. Distributors and retailers would reassure the customer that help would be at hand should something go wrong. Moreover, consumers could see and touch the products before purchase. In the early 1990s Dell embarked on a brief flirtation with conventional retail distribution channels in a bid to break out of its perceived niche. The move was a mistake. Retail sales plummeted as soon as Dell offered a new PC through its direct channel. Dell was obliged to compensate the retailers for their losses. As a result, the company posted its first ever loss (\$36m) in 1993. The ill-judged foray was a salutary lesson in the perils of attempting to operate through conflicting distribution channels and a vindication of its original low-cost direct sales strategy. Dell pulled out of the retail market in 1994 and retrenched with a vengeance, rebounding immediately with profits of \$149m. From this point on Dell concentrated on finding ways to leverage the strengths of its original direct sales strategy. The arrival of the Internet offered Dell the opportunity to develop an even more cost-effective version of its direct-sales approach. The company was not the first PC retailer to venture into cyberspace, though no other manufacturer was better placed to make such a move. Within six months of opening for business through its website, Dell was clocking up Internet sales of \$1m per day, with sales through the channel growing by 20 per cent per month. Far from remaining a small niche option,

direct buyers soon accounted for a third of all PC sales in the US, up from only 15 per cent in 1991. Not more than 36 hours after placing an Internet order, customers' bespoke PCs trundled off the production lines and onto delivery trucks. In fact more than 80 per cent of Dell's orders were built, customized and shipped within eight hours. More time was spent testing the machines and loading software than actually assembling them. For most direct-to-customer sales Dell could expect to see payment within 24 hours of order placement, while Compaq (global market leader at the time) had to wait around 35 days for payment through primary dealers. Even other direct sellers were apt to take over a fortnight to convert an order in cash. Dell's own operations continue to be constantly re-examined to squeeze every possible moment of non-value-adding time out of procurement and assembly processes. As a result, the total number of interventions or 'touches' involved in the manufacture of a Dell PC has been reduced to 60, against an industry average of around 130. The simplification is facilitated in part by Dell's focus on common components and, from the late 1990s, the formation of long-term relationships with suppliers, including competitors such as IBM and Toshiba. On the inbound side too Dell works to minimize inventory and increase return on capital employed. Many components are not ordered from a supplier before Dell receives a customer order. To achieve such levels of co-operation and integration, Dell progressively reduced its number of suppliers from 204 companies in 1992 to just 47 by 1997. Numbers would eventually rise to above 1992 levels as product ranges expanded, but by 2003 around 30 suppliers provided 75 per cent of Dell's direct material purchase. Most of the company's suppliers maintain eight to ten days of inventory in vendor warehouses located not more than 15 minutes away from Dell's own factories in Texas, Ireland and Malaysia. The company decided that it was preferable to source from suppliers close to its plants, rather than from more distant offshore locations, even though local manufacturing costs may be higher. IT links with key suppliers allow Dell to schedule production lines in its factories every two hours. We have no inventory and no warehouses in any of our factories. Instead, we're able to pull material into our factories based on actual orders ... We literally push a button and two things happen. We lock in the schedule by actual order and order number into the factory. At the same time we send a message over the Internet to our third-party logistics providers, supplier's logistics centers or hubs. Suppliers have 90 minutes to pull material off the rack and deliver it to Dell's factory door. Suppliers have access to hub-level inventory holdings and are responsible for restocking the hubs and delivering to the factories on a consignment stock basis. Bulky finished subassemblies, such as monitors and speakers, are treated differently. Instead of shipping them to Dell's factories, they are sent directly to the customer from the supplier's hub (located close to the market rather than close to Dell's factory), saving Dell approximately \$30 per item in freight costs. Dell is billed for the components only when they leave the supplier's warehouse in response to a customer order. The supplier receives payment approximately 45 days later. Dell endeavors to dual source most of its components, but single sources some items, such as chips from Intel. Where essential components (such as disk drives) cannot be sourced or assembled as quickly as the computers could be bolted together, Dell works with suppliers to shorten their own lead times or improve forecasting. Dell's own forecasts are posted on its extranet. Fortunately, demand for components is much more predictable than demand for finished goods, though shortages of some critical components (most notably microprocessors) can be a problem across the

industry. Here again, the direct sales method placed Dell at an advantage over those makers who used traditional routes to market. Because Dell communicates directly with its customers, it is able to shape demand by steering customers towards configurations using readily available components. The model enables Dell to carry only four days' inventory, while many of its competitors continue to hold between 20–30 days worth.

### **Twenty-first century price wars**

Dell's mastery of its own business model allowed it to grow at a rate that was more than three times the industry average throughout the 1990s. By the end of the decade it was challenging global market leader Compaq to become the world's biggest PC maker (by unit sales). Importantly, Dell's operating margins had been maintained regardless of relentless downward pressure on prices. However, things seemed to take a dramatic downturn in February 2001 when Dell revealed its fourth quarter results. The announcement was accompanied by the news of the first ever redundancies in its 16-year history: 1700 jobs, accounting for 4 per cent of its workforce, were to go immediately. Some analysts had seen it coming, others scurried to investigate. In the US, still home to more than 70 per cent of its business, demand for Dell's core product – the mid-range office desktop – was

weakening. Michael Dell maintained his stance that reports of the death of the PC were exaggerated. Nevertheless, it was clear that demand for PCs had fallen sharply after a pre-Y2K boom in sales. Across the industry manufacturers were suffering a post-millennium hangover and everyone was feeling the pinch. To the alarm of its competitors Dell resorted to slashing PC prices in a bid to increase its share of the US market, a region where its rivals were already struggling to turn a profit. Dell went on to announce a further 4000 redundancies in May 2001 as the industry descended into a full-blooded price war. There was speculation that Dell might be prepared to lower its margins as far as 3.5 per cent, pushing most of its rivals well into the red.

IBM's PC unit was already making a loss but, being focused on the corporate market, it was managing to claw back margin on its service packages. For the smaller players, the future looked bleak. Some, such as Micron Electronics, had already bailed out of the PC sector, while others were to do the same before the year was over. Meanwhile news of an impending merger with Hewlett Packard damaged Compaq's sales, apparently allowing Dell to capitalize on confusion in the marketplace. It gained a 31 per cent share of the US market at the expense of its nearest rivals. Despite the aggressive price-cutting, analysts believed that Dell had managed to maintain margins of around 7 per cent,<sup>6</sup> but in the post-Enron and post-9/11 malaise Wall Street was nervous. There were whisperings that Dell might be too aggressive in its accounting practices and rumours that it made suppliers hold back inventory at the end of a quarter to improve its figures.<sup>7</sup> I'm not going to suggest that there couldn't be incidents where we did things that could appear like that ... but on a broad scale, no, that do not reflect our activities at all.

### **Michael Dell<sup>8</sup>**

The merger between Hewlett Packard and Compaq had been designed to protect their evaporating margins, but post-merger integration did not go smoothly. Outside the US efforts to cut costs through rationalization across the two companies repeatedly fell foul of labour and tax laws or systems requirements in other national markets, while in the US the newly combined group found that Best Buy, the largest retailer of Hewlett Packard

PCs, was keen to restrict shelf space for the new giant, fearing that the enlarged company could wield too much power.

Hewlett Packard and other established industry players had repeatedly tried to improve their own cost structures by emulating Dell's direct sales formula, but many retreated after running into the same channel conflicts as Dell had encountered with its foray into retail sales.

### **New territories**

By November 2001, Dell was undisputed leader of the still contracting global PC market, but analysts were anxious about Dell's dependence on its depressed domestic market. The company had been expanding overseas for some years but had struggled in Europe; particularly in Germany where it had experienced great difficulty in establishing a management team schooled in and capable of delivering the Dell model. In terms of market share, it had latterly managed to improve its position, but continental Europeans did not embrace the direct sales model as readily as their US and British counterparts. By 2001, more than 50 per cent of UK

Companies were buying hardware online; in Germany only 27 per cent did so, while in Italy online buying was as low as 17 per cent. A report by independent technology analysts Gartner Dataquest, in the third quarter of 2001, showed that demand for PCs across continental Europe was down 11 per cent on the previous year. Amongst the top five vendors, only Dell had achieved growth, up 5.6 per cent. Compaq (still European market leader) had recorded a fall of 18.8 per cent.

We are number one in the world, but have only 13% of the market after year-on-year of aggressive growth ... Michael Dell has stated he wants 40% market share worldwide, so we are not going to ease off ... At a minimum we are aiming for 25%. It will take several years to get there. Without changing the business model, Dell's target is unrealistic. The rate of growth is dependent on the rate of change in the business buying culture. Dell has already cornered around half of the direct sales business in Europe, so the propensity to grow is limited by the overall size of the direct market ... Dell's Anglo-Saxon model has mapped most readily to the UK and Australia. But Dell could find it can't colonize the world without taking on the cultural peculiarities of those continental European countries. Internet sales had risen in Europe and in Asia as the 1990s drew to a close, but analysts still wondered whether Dell was being overambitious.

To achieve such total worldwide domination of the PC market and *keep* it Dell could not ignore China. Dell first established an assembly operation making 'Smart PCs' in China through a Taiwanese contractor. In 2002 it began making them itself in its own factory in Xiamen in southern China, but once again Dell would have to risk a departure from its proven business model. China lacked the direct marketing infrastructure, high levels of Internet usage and automated payment systems that made Dell's direct sales model workable elsewhere. Instead Dell produces low-cost standardized products in Xiamen. The Smart PCs are shown to would-be customers by sales teams in shopping malls in the wealthier Chinese cities. Customers can touch and see the product before ordering by phone, with payment on delivery or by arrangement through local banks.

### **Beyond PCs**

By 2001 Dell was not only the leading PC maker worldwide, but it had risen to become the leading supplier of servers in the US. Nevertheless, 83 per cent of Dell's revenues

still came from desktops and portables. In the harsh economic climate of the day observers continued to question whether Dell had the vision, products and skills to remain competitive in the twenty-first century. Could it survive in an age when attention was turning towards innovative non-PC devices?

Could the root of Dell's success – its ability to customize and deliver otherwise standardized desktop computers – now be its downfall? People are more concerned with what it takes, for instance, to download MP3 music files and burn their own CDs than they are with what kind of computer they use to do it. Meanwhile many corporations now provide workers with a new PC every four years – up from every three years, which had been standard practice. The PC business has been about products, feeds and speeds. Now customers don't give a rat's ass about how fast the processor is. The issue is, 'How do I get stuff done with my computer?' Much of the real action in the industry appeared to be in the markets for wireless networks and hand-held computing, but Dell appeared to steer clear of these new exciting opportunities. Instead it started to diversify into low-cost storage and networking support where it had high hopes of growth in the European, Middle Eastern and African (EMEA) markets. We need to keep the financial health strong by diversifying ... Our job is not to stake our future on the big grey desktop ... We are looking to double storage revenues across EMEA next year.

In March 2002 Dell announced an alliance with Philips, Europe's biggest supplier of consumer electronics. Philips would supply cathode ray and flat screens or semiconductors to some Dell suppliers. It would also provide rewritable disk drives and wireless technology. In exchange, Dell would supply servers and workstations for internal use by Philips. It would also carry some Philips products on its website, giving the Dutch brand visibility in the US, a market where it had long struggled to establish a profitable presence. Elsewhere, despite the calls for diversification, Dell's plans to build its networking business provoked the same old responses from its critics. Once again there was speculation that without intermediaries Dell would be unable to meet the service requirements of the sector. Yet again Dell went on to confound its critics, developing its service offer through partnerships with leading service suppliers such as EDS. Consulting services were becoming a critical factor in many large corporate account bids, but Dell signalled that it would not be putting significant resources into building its own services capability as IBM had done. It was far more interested in the less glamorous peripheral hardware products, such as the switches that connect small- and medium-sized computer networks, and storage to support low- to medium-powered servers. Margins were high in both sectors, up to 50 per cent in switches. Other niches were also attracting Dell's attention. In 2003 Dell unveiled its first range of printers. Its share price rose by 1 per cent on the day, while Hewlett Packard's dropped by the same amount. Soon afterwards, the launch of its first hand-held computer was received with news that market leader Palm would be merging with its rival Handspring. By now a distinct pattern was emerging. Dell was picking off high-volume, high-margin categories of PC-related hardware. It was doing so once industry standards had emerged, which in turn signaled to customers that the item was becoming a commodity. Commodities are fair game for price competition, the very thing Dell's competitors fear most!

## References

1. *The Economist*, 'Dell Computer: Selling PCs like Bananas', 5 October 1996, p. 99.

2. Serwer, Andrew E., 'Michael Dell Turns the PC World Inside Out', *Fortune*, 8 September 1997, pp. 38–44.
3. McWilliams, Gary, 'Whirlwind on the Web', *Business Week*, 7 April 1997, pp. 132, 134, 136.



**HERBERT CHITEPO SCHOOL OF LAW AND BUSINESS SCIENCES**  
*Department of Management and Hospitality*

**EXAMINATION PAPER**

**BACHELOR OF COMMERCE      PART 4 SEMESTER 2**

**MODULE NARRATION**

**GLOBAL SOURCING**

**CODE**

**HLT421**

**DATE**

**2024**

**DURATION**

**3 HOURS**

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**INSTRUCTIONS TO CANDIDATES**

1. ANSWER **ANY FOUR (4)** QUESTIONS
2. **ALL QUESTIONS CARRY EQUAL MARKS (25 MARKS)**
3. AS MUCH AS POSSIBLE **CITE RELEVANT** EXAMPLES

- 1 'Emerging from global break down', discuss how global sourcing contributes to the economic development of Zimbabwe. [25]
2. Long term contracts are usually considered incomplete contracts. Discuss [25]
3. Discuss how government can assist in preventing importation of substandard goods during global sourcing. [25]
4. Discuss how technological development are revolutionizing the logistics and supply chain industry. [25]
5. Discuss how the following theories/models can be applied in global sourcing
  - a) Sourcing innovation and service dominant logic [8]
  - b) Drum buffer ~~rope~~concept trope concept. [9]
  - c) Vertical specialization and global value. [8]
6. Conflict in global sourcing undeniable. Discuss [25]

**END OF EXAMINATION**

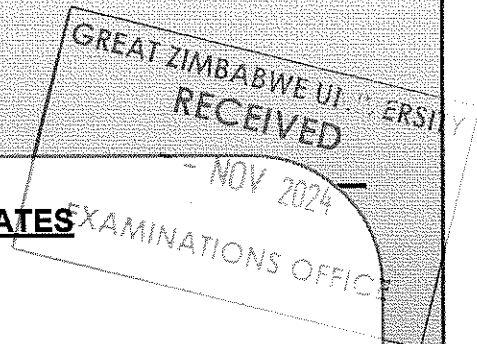


**HERBERT CHITEPO SCHOOL OF LAW AND BUSINESS  
SCIENCES**

**DEPARTMENT OF MANAGEMENT AND HOSPITALITY**

**MAIN EXAMINATION**

<b>BACHELOR OF COMMERCE</b>	<b>PART 2 SEMESTER 1</b>
<b>COURSE</b>	<b>Inventory &amp; Stores Management</b>
<b>CODE</b>	<b>HLT 215</b>
<b>DATE</b>	<b>2024</b>
<b>DURATION</b>	<b>2 HOURS</b>



**INSTRUCTIONS TO CANDIDATES**

- 1. THE PAPER COMPRISES 5 QUESTIONS.**
- 2. YOU ARE REQUIRED TO ANSWER ANY 4 QUESTIONS.**
- 3. BEGIN THE ANSWER TO EACH QUESTION ON A FRESH PAGE OF THE ANSWER BOOKLET.**
- 4. NON-PROGRAMMABLE FINANCIAL OR SCIENTIFIC CALCULATORS ARE ALLOWED INTO THE EXAMINATION.**
- 5. CANDIDATES WILL OBTAIN CREDIT FOR SHOWING ALL WORKINGS AND CITING RELEVANT & CURRENT EXAMPLES.**

## **QUESTION 1**

1.1. Diagrammatically evaluate the variables used to determine the number of warehouses. [10 Marks]

1.2. Evaluate the considerations to determine the locations of a warehouse.[15 Marks]

## **QUESTION 2**

Inefficiencies in the stores function lead to a lot of stock errors. Evaluate the variables leading to this problem and how to mitigate the problem. [25 Marks]

## **QUESTION 3**

3.1.Evaluate the major causes of stock discrepancies in large and complex organizations. [15 Marks]

3.2. Discuss the principles of MH in the warehouse/storehouse [10 Marks]

## **QUESTION 4**

Discuss the Ethical considerations governing stores and inventory management [25 Marks]

## **QUESTION 5**

The main obligation of the stores function is to monitor and evaluate and regulate the continuous inflow of inventory for the purpose of controlling stock costs. Justify this role. [25 Marks]



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**DEPARTMENT OF MANAGEMENT AND HOSPITALITY**

**MAIN EXAMINATION**

**BACHELOR OF COMMERCE**

**PART 2 SEMESTER 1**

**COURSE**

**Supply Chain Risk Management**

**CODE**

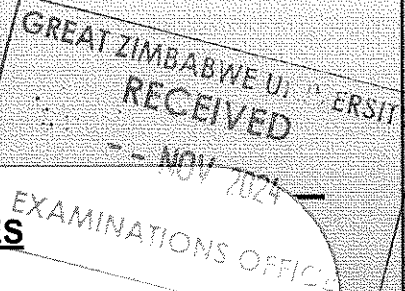
**HLT 212**

**DATE**

**2024**

**DURATION**

**3 HOURS**



**INSTRUCTIONS TO CANDIDATES**

- 1. THE PAPER COMPRISES 5 QUESTIONS.**
- 2. YOU ARE REQUIRED TO ANSWER ANY 4 QUESTIONS.**
- 3. BEGIN THE ANSWER TO EACH QUESTION ON A FRESH PAGE OF THE ANSWER BOOKLET.**
- 4. NON-PROGRAMMABLE FINANCIAL OR SCIENTIFIC CALCULATORS ARE ALLOWED INTO THE EXAMINATION.**
- 5. CANDIDATES WILL OBTAIN CREDIT FOR SHOWING ALL WORKINGS AND CITING RELEVANT & CURRENT EXAMPLES.**

### Question 1

Explain how the following dimensions pose strategic challenges to Global Supply Chains:

- 1.1 Market dimension [5 Marks]
- 1.2 Technology dimension [5 Marks]
- 1.3 Resource dimension [5 Marks]
- 1.4 Time dimension [5 Marks]
- 1.5 Cultural dimension [5 Marks]

### Question 2

- 2.1 State and explain the legal principles in an insurance contract. [10 Marks]
- 2.2 Outline and discuss the main characteristics of insurable risk. [15 Marks]

### Question 3

Examine the logic behind supply chain risk management being an on-going process [25 Marks]

### Question 4

- 4.1 Explain the main components of a Supply Chain. [12 Marks]
- 4.2 Discuss the factors that make Global Supply Chains riskier in the present day than ever before. [13 Marks]

### Question 5

Araef Logistics P/L manufactures parts of aviation engines, and these parts are made in batches. Every time a new batch is started it costs \$1 640 in production and lost production and \$280 in wages for the fitters. One items has an annual demand of 1 250 units with a selling price of \$300, 60% of which is direct material and production costs. The corporation looks for a return of 20% a year on capital.

#### Required:

- Calculate the optimal order size. [10 Marks]
- The optimal time between orders. [5 Marks]
- The optimal variable cost. [5 Marks]
- The optimal total cost. [5 Marks]



**MUNHUMUTAPA LAW AND BUSINESS SCIENCES**  
*Department of Tourism and Management Studies*

**MAIN PAPER**

<b>BACHELOR OF COMMERCE</b>	<b>PART 1 SEMESTER 1</b>
<b>MODULE NARRATION</b>	<b>Principles of Logistics and Transport mgt</b>
<b>CODE</b>	<b>HLT 111</b>
<b>DATE</b>	<b>JUNE 2024</b>
<b>DURATION</b>	<b>3 HOURS</b>

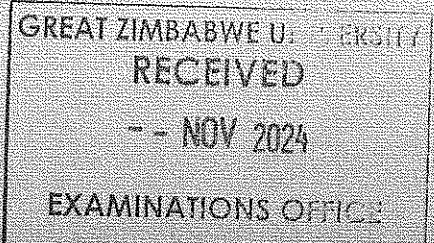
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**INSTRUCTIONS**

**CHOOSE ANY 4 QUESTIONS**

**ALL QUESTIONS CARRY 25 MARKS EACH**

**START A NEW QUESTION ON A NEW PAGE**



### **QUESTION 1**

Pipeline is an old method of transporting goods and is crucial in all the world markets. Explain the importance of pipeline as a transport mode in Zimbabwe. (25 marks)

### **QUESTION 2**

Discuss the need for evaluating the performance of channel members by the manufacturer in an industry of your choice. (25 marks)

### **QUESTION 3**

Describe any six warehousing and storage management challenges that many logistics face and handle daily. (25 marks)

### **QUESTION 4**

Describe six different causes of channel conflicts among channel members and demonstrating how you would resolve each of them. (25 marks)

### **QUESTION 5**

Close buyer-seller relationship is extremely significant in logistics. Demonstrate the importance of such relationship among channel members. (25 marks)

### **QUESTION 6**

Logistics is sometimes regarded as close ally of marketing.. Discuss the relationship between logistics and marketing using practical examples. (25 marks)

**END OF EXAM**



**MUNHUMUTAPA SCHOOL OF COMMERCE**  
*Department of Management and Hospitality*

**MAIN PAPER**

**BACHELOR OF COMMERCE**

**PART 4 SEMESTER 1**

**MODULE NARRATION**

**MANAGING SUPPLY  
CONTRACTS AND SUPPLY  
RELATIONSHIPS**

**CODE**

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**DURATION**

**3 HOURS** - - NOV 2024

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**INSTRUCTIONS TO CANDIDATES**

1. ANSWER **ANY FOUR** QUESTIONS
2. **ALL** QUESTIONS CARRY **25 MARKS** EACH
3. AS MUCH AS POSSIBLE **CITE RELEVANT** EXAMPLES

### **QUESTION 1**

Examine the view that power and dependence lie at the heart of all supply relationships.

**25 marks**

### **QUESTION 2**

Evaluating the performance of suppliers is a crucial function in managing supply relationships. Examine any two techniques that can be adopted when evaluating the performance of suppliers.

**25 marks**

### **QUESTION 3**

Examine the concept of supplier development clearly articulating its merits and demerits in supply relationship management.

**25 marks**

### **QUESTION 4**

Discuss the situations in which competitive tactics and relational strategies can be adopted in order to effectively and efficiently manage supply relationships.

**25 marks**

### **QUESTION 5**

Examine the contribution of Porter (1980)'s five forces model in managing supply risks.

**25 marks**

### **QUESTION 6**

The head of insurance at CBZ bank has been considering how to make efficiencies in the operation of the car insurance business unit. One option under consideration is to outsource the customer contact Centre (CCC) for its car insurance business. The work of the CCC currently involves dealing with customer telephone enquiries on issues such as insurance claims, policy changes, renewals and premiums/ payment information. To help him make a decision on whether or not to proceed, the head of insurance has asked for an evaluation of the proposed outsourcing of the CCC.

Explain how Transaction cost theory could help the head of insurance on deciding whether or not to outsource the car insurance business unit's customer contact center. **25 marks**

**End of Examination**



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*Department of Management and Hospitality*

**EXAMINATION PAPER**

**BACHELOR OF COMMERCE PART 4 SEMESTER 1**

**MODULE NARRATION**

**STRATEGIC PROCUREMENT  
MANAGEMENT HLT413**

**DATE**

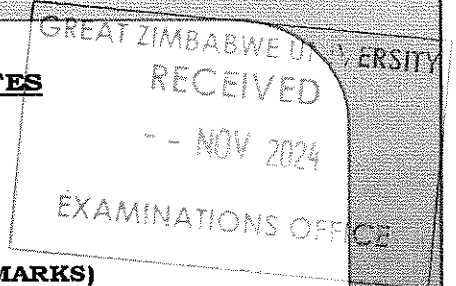
**2024**

**DURATION**

**3 HOURS**

**INSTRUCTIONS TO CANDIDATES**

1. ANSWER **ANY FOUR (4)** QUESTIONS
2. **ALL QUESTIONS CARRY EQUAL MARKS (25 MARKS)**
3. AS MUCH AS POSSIBLE **CITE RELEVANT EXAMPLES**

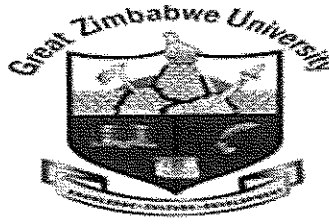


1. The preparedness of the public procurement entities in implementing and adopting the newly introduced Public Procurement and Disposal of Public Assets Act without involving ICT is just a fallacy. Comment. [25marks]

2. Discuss using examples, the different risks associated with the different stages of the procurement cycle. Suggest possible migratory measures.(25 marks)

4.Evaluate the impact of the VUCA worldon strategic sourcing .(25 marks)

5. Critically evaluate the impact of implementing an e-procurement system in international procurement.(25 marks)



**MUNHUMUTAPA SCHOOL OF COMMERCE**  
*Department of Management Studies*

**EXAMINATION PAPER**

**BACHELOR OF COMMERCE**

**PART 4 SEMESTER 1**

**MODULE NARRATION**

**STRATEGIC TRANSPORT**

**MANAGEMENT**

**CODE**

**HLT 411**

**DATE**

**2024**

**DURATION**

**3 HOURS**

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**INSTRUCTIONS TO CANDIDATES**

1. ANSWER **QUESTION 1** IN SECTION A AND ANY **THREE (3)** QUESTIONS FROM **SECTION B**.
2. **QUESTION 1** CARRIES **40 MARKS** AND **ALL** OTHER QUESTIONS CARRY **20 MARKS** EACH.
3. AS MUCH AS POSSIBLE **CITE RELEVANT** EXAMPLES

## **SECTION A: (COMPULSORY)**

### **QUESTION 1**

The Zimbabwe United Passenger Company (ZUPCO) is a government owned company in Zimbabwe, which operates both urban and long-distance bus routes in the country. The company offers direct and reliable out-of-country bus services to Countries such as Malawi, Zambia, Botswana, South Africa. Urban routes include transport services from the key residential areas to the Central business districts in Harare. ZUPCO has purposefully invested in and is looking into ways of providing a safe and reliable service for the usually neglected rural residents. In February 2016, the company was accused of Corruption, mismanagement, and flouting very important procedures. Many of the buses in Harare were cited to have no fuel, as there was not enough money. In 2015, one ZUPCO bus and another bus from a different company sideswiped. The accident caused 21 passengers to die onsite and 3 later died at the hospital. At least 46 people were seriously injured.

You have been appointed as a consultant for ZUPCO;

1.1 Conduct a stakeholder analysis for the current organisational fleet management practice. **(20 Marks)**

1.2 Advise on the risk management system that the company needs to adopt **(20 Marks)**

## **SECTION B**

### **QUESTION 2**

2.1 Outline how Total Cost of Ownership (TCO) can be a key metric in establishing a baseline for fleet efficiency. **(10 Marks)**

2.2 Discuss any four transport operational strategies that impact TCO. **(10 Marks)**

### **QUESTION 3**

3.1 You have been appointed as a consultant at a haulage company, advice on any five fleet control improvement strategies **(10 Marks)**

3.2 Relative to (a), how would you evaluate the degree of compliance of the current organisational transport management practices. **(10 Marks)**

### **QUESTION 4**

Advise on how the five perspectives of the Balanced Score Card Model (BSC) can impact your current organisational transport management practice. **(20 Marks)**

### **QUESTION 5**

5.1 Discuss any four factors that should be considered when designing a Transport Strategy. **(10 Marks)**

5.2 Outline any five elements that a transport Strategy need to emphasise **(10 Marks)**

**QUESTION 6**

6.1 Advise on the performance metrics that a haulage firm can apply to its Transport Strategy. **(10 Marks)**

6.2 Advise on how SWOT Analysis is an effective strategic management tool for scanning the business environment. **(10Marks)**

**END OF EXAM**