



NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY

FACULTY OF COMMUNICATION AND INFORMATION AND SCIENCE

DEPARTMENT OF JOURNALISM AND MEDIA STUDIES

MASTER OF SCIENCE IN JOURNALISM AND MEDIA STUDIES

STRATEGIC MEDIA MANAGEMENT

IJM 6101

Final Examination Paper

October 2016

This examination paper consists of 4 pages.

Time Allowed:	3 hours
Total Marks:	100
Special Requirements:	None
Examiner's Name:	Mr. Thabani Mpofu

INSTRUCTIONS

1. **Section A is compulsory.**
2. Answer any **two questions in Section B.**
3. Start each answer on a new page.
4. Poor spelling and grammar will be penalised.

MARK ALLOCATION

QUESTION	MARKS
1.	40
2.	30
3.	30
4.	30

SECTION A

QUESTION 1

Read the news story in **Annexure 1** and answer the following questions.

i). Choose any one appropriate theory discussed in the module to assess Zimbabwe Newspapers (1980) Pvt Limited's (Zimpapers) strategy of launching the two new products.

(15 marks)

ii). Use the STP Model to describe how Zimpapers segmented, targeted and positioned its two new newspapers in the market.

(15 marks)

iii). With reference to Porter's Five Forces Model, explain the possible competitive rivalry that Zimpapers faces with the launch of the two new products.

(10 marks)

TOTAL:

[40 MARKS]

SECTION B

QUESTION 2

With reference to the Resource Based View Theory and two case studies, demonstrate how media organisations are using their assets and skills to create competitive advantage and sustained competitive advantage.

[30 marks]

QUESTION 3

Strategic media management in the digital era is like running while the earth shakes (Moser-Wellman, 2007:6). Show how strategic media managers in the digital era can apply the "four roads to success" to generate new money.

[30 marks]

QUESTION 4

Read the story in **Annexure 2** and answer the following questions.

a). Scan the internal and environmental factors within which Power FM operates. **(15 marks)**

b). If you were the Chief Executive Officer of ZBC, describe the strategies you would implement to retained your experienced personnel and strengthen the image of Power FM. **(15 marks)**

TOTAL

[30 marks]

Annexure 1

Zimpapers launches publications

July 30, 2016 Local News <http://www.chronicle.co.zw/zimpapers-launches-publications/>

Nqobile Tshili Chronicle Correspondent

ZIMPAPERS has launched two free suburban community newspapers that cover elite Harare suburbs as it strives to maintain its dominance in the country's media space.

The Avondale Edition and the Borrowdale Edition will cover suburbs which include Mt Pleasant, Mabelreign, Marlborough, Westgate, Ridgeview, Milton Park, Strathaven and Bluff Hill, Highlands, Greendale and Chisipite suburbs.

In a statement, Zimpapers Public Relations and Corporate Affairs Manager Ms Beatrice Tonhodzayi said the suburban newspapers, although a new concept in the country, is common in the developed world.

She said locals from the mentioned suburbs have already shown interest in the publications.

"As it moves to consolidate its position as a leader in content creation and dissemination through its various platforms, Zimbabwe Newspapers (1980) Ltd has unveiled two free community weekly publications; running under the title 'Suburban' in Harare. The two editions, which are advertisement-driven, are focused on the Avondale and Borrowdale areas as well as other suburbs in the vicinity. The view is to grow the footprint serviced by the community papers over time," said Ms Tonhodzayi.

She said the publications will be led by former *Chronicle* Editor and *Southern Times* Editor Itayi Musengeyi.

She called on advertisers to take advantage of the publication which aims at reaching their targeted audiences.

"It is such a simple concept in that if you are operating or offering services that are targeted at residents in Borrowdale and surrounding areas; we as Zimpapers have offered you a publication that is going to reach out to those specific audiences. The fact that the Suburban editions are free publications also means they will reach out to many people, which is what every advertiser wants," she said.

Musengeyi said the publications seek to give a voice to residents by covering their religious, entertainment, sports, academics among others social issues.

"Suburban newspapers contain 'hyper local content', which basically is community news. We realise that people in communities want to read more about what is happening in their locality than what is happening elsewhere. Through these publications; we speak to such readers and track their interests like how they spend their weekends and where they like to hang out," said Musengeyi.

Annexure 2

Exodus at Power FM?

Monday 15th June 2015 22:02 <http://www.thezimbabwedaily.com/zimbabwe/30866-exodus-at-power-fm.html>

Tafadzwa Zimoyo Entertainment Reporter

TOP radio and club disc jockey with Power FM Davies Mugadza has resigned while four others are likely to follow suit to join a new station outside Zimbabwe.

Mugadza and his colleagues are reportedly heading to Kenyan radio station K.I.S.S FM in August.

Mugadza confirmed the latest development and is now serving his notice period while the other four were evasive about their future.

Close sources, however revealed that DJ Sikwila (Tafadzwa Sikwila), Butterphly (Tariro Mharapara), Rumbi Moyo and Chamvary (Rumbidzai Mugwira) were likely to join Davies Mugadza on the trek to East Africa.

The source stated that the four had since tendered their resignation letters and now serving their notice periods although the exact dates when they would leave could not be verified.

Asked for comment, former Big Brother contestant Butterphly said hasn't resigned.

"I have been receiving calls since last week that I have resigned. I am still with Power FM and you will be the first to know if such a development happens," she said.

Dj Sikwila also denied the story but close sources said they were afraid to comment because their contracts did not allow them to speak to the media.

In an interview with The Herald Entertainment, Mugadza said he handed over his resignation letter to acting station manager Kudzai Marudza on Friday.

"Yes, it is true that I have left Power FM. I have submitted my letter to Marudza who took the letter up to Mr Marewa – the head of human resources.

I am serving my last two months as I begin new work in August. It's a challenge but I have to take it.

"I have been on radio since 1997 and achieved a lot. It has exposed me to different platforms, hence opened doors from corporate endorsements to some deals that you can't think of. My resignation terms are different from others," he said. Mugadza said he joined radio at the age of 20 years.

"I am happy to have acquired much experience in the field especially working with great legends like Simon Parkinson, Tich Mataz, Kudzi Marudza, Admire Taderera and Bridget Gavanga who have groomed youngsters like DJ Skwila, Rumbi Moyo, Butterphly and DJ Smiley.

"I thank ZBC for giving me such a platform," he said.

Meanwhile, efforts to get comment from ZBC public relations manager Gladman Bandama were fruitless as both his mobile phones were not reachable at the time of going to print.

Repeated calls to his office were unsuccessful with instructions to get hold of him on his mobile phone.

Acting station manager Kudzi Marudza said he could not comment but referred us to Bandama.

"I am not allowed to talk to the Press, it is not my job. Try talking to Bandama," he said. The departure of the five disc jockeys would certainly be a big blow for Power FM as it struggles to regain market share since the introduction of privately owned commercial radio stations two years ago.