

FACULTY OF APPLIED SCIENCES

DEPARTMENT OF STATISTICS AND OPERATIONS RESEARCH

BSc (Honours) Degree in Business Analytics: Part I

SBA1203: INTRODUCTION TO BUSINESS MANAGEMENT

MARCH 2025 EXAMINATION

Time : 3 hours

Candidates should attempt **ALL** questions from Section A and **ANY THREE** questions from Section B. Each question should start on a fresh page.

SECTION A**ANSWER ALL QUESTIONS IN THIS SECTION [40 MARKS]****CASE STUDY: DIVINE NDHLUKULA - AN AMBITIOUS BUSINESSWOMAN IN THE SECURITY SECTOR**

Divine Ndhlukula is a successful Zimbabwean businesswoman in the field of security. Her company "Securico", provides security services for individuals and businesses, as well as electronic security solutions. She is one of the few African women to invest in the security sector. As an accountant, she managed to invest in a field generally dominated by men. Thanks to her company Securico, Zimbabwe counts a growing number of women in the security sector. But how did she manage to launch a business in the security sector?

In 1998, the Zimbabwean decided to invest in the security sector, after noticing a lack of professionalism, flaws, and gaps in the security services offered by the four main security companies of the country. Thanks to her passion and self-confidence that she built over the trials she has gone through in her life, she was determined to succeed.

Overcoming challenges to succeed

After a degree in accountancy, she worked in the 1980s for the Zimbabwean Broadcasting Company. Later, she was recruited into an insurance company. At the same time, she sold clothes and after a while, she managed to save enough money to buy an 8-ton truck that she lent to a construction company. In the early 90s, she had to rescue her late father's farm from being auctioned. Her brother, who inherited it, took a loan from the bank which

he was unable to pay back. She had to sell her truck to raise enough funds to save the family farm. She acquired the farm, whose title was changed into her name. In 1992, she ventured into the farming business and left her job. She took a loan against her house in Harare. Unfortunately, that year's crops were poor due to drought. She lost all her investment.

As she was about to lose her house, she contacted her former employers who hired her again. In no time, she managed to be part of the management team. At the same time, she decided to venture into entrepreneurship once again.

Securico, an expanding group

In December 1998, in the cottage of her house in Harare, she launched Securico with 4 employees, namely 3 security guards and two people in charge of administration, including herself. At first, the company only provided security services. From 2002, she embarked on the fund convoy. It acquired 80 armoured vehicles which allow the safe transport of gold bars and cash. In 2005, she created a subsidiary "Canine Dogs Services" which breeds, trains, and hires guard dogs. It also trains dogs for domestic use or as pets. In 2018, Securico acquired Multi-Link Electronic Security Systems (PVT) LTD as an operating firm. The company specialises, in particular, in the supply of electronic security systems such as video surveillance, access control systems, alarms, electric fences.

As the company grew, Divine actively sought input from her employees, encouraging open discussions and collaboration in decision-making. She believed in empowering her team by delegating responsibilities and fostering a culture where everyone's ideas were valued. Through her company, she gives several women the opportunity to enter the field of security. The company is now one of the largest security groups in Zimbabwe and has received several awards.

Required;

- A1.** (a) (i) Identify the leadership style exhibited by Dr. Divine Ndhlukula, [1]
 (ii) Comment on the advantages and disadvantages of the identified leadership style [3]
- (b) (i) Evaluate the relevance of developing a business plan for organisations such as Securico, [6]
 (ii) Use the TOWS situational analysis matrix to analyse the factors that are defining the organisation's business environment. [10]

A2. Fresh Bites (FB) Pvt Limited has been in business for 15 years and offers a diverse range of food products in Zimbabwe. The company's primary goal is to maximise shareholder value. The organisation has four (4) divisions:

- (1) *Sadza Delight*: Specialises in premium maize meal and traditional Zimbabwean mealie-meal products, supplying major supermarket chains nationwide.
- (2) *Healthy Harvest*: Produces a range of organic and health-conscious food products, such as sorghum meal and sugar-free peanut butter, targeting Zimbabwe's growing health-conscious consumer base.
- (3) *Junior Joy*: Manufactures nutritional baby food from locally sourced ingredients.
- (4) *Quick Bite*: Provides ready-to-eat meals, such as pre-packed sadza and stews, to commuter hubs and fast-food outlets in Harare, Bulawayo, and Mutare.

To understand the business mix, the Fresh Bites (FB) Pvt Limited board has decided to conduct a Boston Consulting Group (BCG) Matrix analysis. The following revenue data has been collected:

Table 1: Revenue Data (Year Ending 31st December – USDS Millions)

Year	Market Size (Sadza Delight)	Sales Revenue (Sadza Delight)	Market Size (Healthy Harvest)	Sales Revenue (Healthy Harvest)	Market Size (Junior Joy)	Sales Revenue (Junior Joy)	Market Size (Quick Bite)	Sales Revenue (Quick Bite)
2020	200	12	28	15	50	2.6	22	1.0
2021	250	18	30	15.8	65	3.3	23.5	1.2
2022	310	27	32	16.5	85	4.0	25.2	1.3
2023	340	35	34	17.2	100	4.6	26.1	1.4
2024	180	9	26	13	105	5.4	27.0	1.5

The management has also collected the following information for **2024** for comparison purposes:

Table 2: Largest Competitor Market Share (%)

Division/ Strategic Business Unit (SBU)	SBU's Largest Competitor Market Share (%)
Sadza Delight	20%
Healthy Harvest	25%
Junior Joy	30%
Quick Bite	35%

Required:

Using the BCG Matrix, assess the competitive position of Fresh Bites' SBUs.

[20]

SECTION B**ANSWER THREE QUESTIONS FROM THIS SECTION [60 MARKS]**

- B3.** Write short notes on the contribution of the following to the management discipline:
- (a) Frederick W. Taylor, [4]
 - (b) Max Weber, [4]
 - (c) Elton Mayo, [4]
 - (d) Abraham Maslow, [4]
 - (e) Tom Peters and Robert Waterman. [4]
- B4.** (a) Explain the relevant acts, by-laws and/legal instruments that govern the formation and running of the following types of business organisations:
- (i) Sole trader, [4]
 - (ii) Partnership, [4]
 - (iii) Company. [4]
- (b) Discuss the doctrine of separate legal personality as propounded in the case of Salomon vs Salomon & Co Ltd. [8]
- B5.** (a) Using well labelled diagrams, differentiate between the functional, product and matrix forms of organisational structure. [10]
- (b) Analyse the three forms of control that can be employed to manage the performance of Strategic Business Units in an organisation's portfolio. [10]
- B6.** (a) Examine the philosophical reasoning of a manager who uses the following theories in ethical decision making:
- (i) Deontology, [2]
 - (ii) Utilitarianism, [2]
 - (iii) Virtue Ethics, [2]
 - (iv) Divine Command Theory, [2]

(b) As a leader, you have committed your organisation to actively engage in corporate social responsibility (CSR). Evaluate the four types of CSR, identified by Carroll, which you will promote throughout the organisation. [12]

END OF QUESTION PAPER