

WOMEN'S UNIVERSITY IN AFRICA



Addressing gender disparity and fostering equity in University Education

FACULTY OF AGRICULTURAL SCIENCES

MSc AGRIBUSINESS SYSTEMS MANAGEMENT AND DEVELOPMENT

MAIN PAPER

MASMD 111 : AGRIBUSINESS DEVELOPMENT STRATEGIES

INTAKE : FIRST YEAR FIRST SEMESTER

DATE : JANUARY 2021 TIME: 3HOURS

INSTRUCTIONS TO CANDIDATES

Answer any four questions

Question 1

Your Company has developed quite rapidly in recent years, partly through organic growth of the traditional civil/structural consulting business and partly by adding a number of high profile specialities by acquisition. This expansion has left a number of customers quite confused, because the services offered cover a different and much broader scope. It has also left the company with the challenge of establishing quite another image in the eyes of the general public not to mention potential applicants for jobs in the organisation. In the domestic market the backbone remains the traditional consulting jobs that are plentiful and with relatively low fees, however, the increasing number of specialist services requires innovative approaches, investment in research and development and consequently much higher fees than the company used to charge. In foreign markets the company is picturing itself as multidisciplinary and in relation to large projects benefiting from the many disciplines covered.

- a) Describe a marketing strategy for this development. [10 marks]
- b) How would you plan, budget, control and assess the results of this marketing effort. [15 marks]

Question 2

You have been hired by a private agribusiness company to establish its marketing strategies. Discuss the strategy formulation process you are going to employ. [25 marks]

Question 3

Explain in details 5 major competitive strategies that can be used by Agribusiness Companies in Zimbabwe. [25 marks]

Question 4

From an internal growth strategy perspective, briefly discuss the key features of the following and provide an example of each:

- a) Market penetration (concentrated strategy) and when it can be most effective [10 marks]
- b) Market development and when it will be most appropriate to use [5 marks]
- c) Product development and when it will be most effective [5 marks]
- d) Innovation and when it will be most appropriate to use [5 marks]

Question 5

- a) Define tactic and why is it important from a functional strategy point of view to convert strategies into tactics. [5 marks]
- b) Explain three benefits and three risks associated with diversification strategies.[20 marks]

Question 6

- a) From an external growth strategy point of view differentiate between vertical and horizontal integration. Give example of organization that use such strategies and when it is appropriate to use such strategies [10 marks]
- c) Differentiate between related and unrelated diversification and give three conditions (each) when it will be most appropriate to use such strategies [15 marks]

End of question paper