



# MANICALAND STATE UNIVERSITY OF APPLIED SCIENCES

## FACULTY OF AGRIBUSINESS AND APPLIED SOCIAL SCIENCES

DEPARTMENT: APPLIED BUSINESS SCIENCES

MODULE: FAMILY AND SMALL BUSINESS MANAGEMENT

CODE: BMAN 221

SESSIONAL EXAMINATIONS  
NOVEMBER/DECEMBER 2023

DURATION: 3 HOURS

EXAMINER: MR. A. MTHOMBENI

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### INSTRUCTIONS

1. Answer *All* questions in Section A
2. Answer *any three* questions in Section B
3. Start a new question on a fresh page
4. Total marks 100
5. Credit will be given for appropriate use of examples

*Additional material(s): None.*

## SECTION A: COMPULSORY

*(Answer all questions in this section. Section A carries 40 marks)*

### Question 1

**Read the following case study and answer the questions that follow**

#### **WHO IS ROB BURRELL?**

Rob Burrell is a Zimbabwean expatriate residing in the UK. He is the Founder and CEO of Mukuru. Interestingly, he is also a lead singer for a music group called Mann Friday. He is a holder of a Business Science degree from Rhodes University. He points though that his degree did not directly contribute to his entrepreneurial ability. Rather he says that it opened employment opportunities for him. The experience gained from these jobs is what formed the foundation for venturing into entrepreneurship. Though of course, he says entrepreneurship was always something bubbling in him. This is so demonstrated by the many times he has tried things and failed. Yet despite how intense failure can be he has never stopped trying again. He once tried a Chess Café Coffee shop which failed. He once tried to shoot an independent movie which failed. He also once tried to start a location company for movies, it failed. He at one point tried starting an ad company again, failed. Seeing the international call restrictions from Zimbabwe he tried starting a business to address that, it also failed. He currently is pursuing a rock music career with his outfit, Mann Friday. We are yet to see how that will pan out. One thing we do know is that with Mukuru, he eventually managed to nail it. He emphasises the importance of two attributes every entrepreneur must have – being passionate and tenacious. When it comes to diaspora remittances in Southern Africa, Mukuru has been a game-changer. One of the biggest disruptive elements Mukuru entered with was and still is cheaper transactions charges. Now Mukuru has expanded beyond just Zimbabwe and South

Africa. It is now also in countries such as Malawi, Kenya, and Zambia. The other thing Rob Burrell emphasises is not being an island. He says the most important lesson he has taken away all these years is the value of partnerships. He highlights that his business partnership with an old friend of his has been everything. ‘You cannot do everything, he says. That is true and many entrepreneurs and business people miss it on this one. Many people try to do everything themselves which often leads to failure. It is essential to enter into partnerships with people who complement our experience, skills, and competencies.

Article by Clive Masarakufa Jun 3, 2022

Extracted from <https://startupbiz.co.zw/category/entrepreneurs-profiles/> Accessed on 28/08/23

### **Required**

- a) From the above extract, discuss any five **(5)** business features possessed by Robb Burrell that made him a successful business person. (15 marks)
  
- b) With reference to the above paragraph, elaborate why Mukuru has remained in business despite the emerging of competitors. (15 marks)
  
- c) Currently the Mukuru business has been in the news for being robbed of large amounts of money. The CEO Robb Burrell has proposed to start a new security company to strengthen the security side of his Mukuru money transfer business. Provide skeletal content that forms a good business plan for the proposed security company. (10 marks)

[Total Marks: 40]

## SECTION B

*(Answer any 3 questions from this section. Each question carries 20 marks)*

### Question 2

The Small and Medium Enterprises Development Corporation (SMEDCO) provides loans for starting up businesses and also for business expansion to family and small business owners. However, it requires that the small business owners furnish SMEDCO with a developed business plan when applying for loans.' Justify this requirement.

[20 marks]

### Question 3

Assess the macro business environment factors that impact on operations of family and small businesses in Zimbabwe. Make reference to practical examples.

[20 Marks]

### Question 4

Some small and family businesses have failed despite existence of sound business plans. Elaborate why some businesses fail despite sound business plans.

[20 Marks]

### Question 5

How has the government of Zimbabwe helped to ameliorate challenges facing female owned small businesses in Zimbabwe.

[20 marks]

### Question 6

Using Porters five forces model, evaluate how the five forces impact on growth of named small businesses in your locality.

[20 Marks]

**END OF EXAMINATION**