

THE INSTITUTE OF BANKERS OF ZIMBABWE

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DIPLOMA LEVEL	
SUBJECT	STRATEGIC MANAGEMENT
DATE	24 OCTOBER 2017
TIME	3 HOURS
MARKS	100
EXAM TYPE	CLOSED BOOK



INSTRUCTIONS TO CANDIDATES

1. Read the instructions **CAREFULLY** before answering the paper
2. Question 1 is a compulsory case study carrying 40 marks
3. Answer three (3) other Questions of your choice
4. All optional questions carry twenty (20) marks each
5. Credit will be given to well laid out answers and relevant examples
6. Please be neat – illegible handwriting cannot be marked
7. Use black or blue ink
8. Ensure that all information on the cover of your answer book is completed in full.
9. Cheating is not allowed. If anyone is caught cheating, disciplinary measures will be taken by the Institute of Bankers.

GOOD LUCK !

- There are 5 questions in this question paper
- There is one compulsory question (40 marks)
- Answer three other questions (20 marks each)
- Provide relevant examples where necessary

Question 1

Compulsory Case Study

State Enterprises Bleed to Death

A feature article in the 'Zimbabwean Independent of 24th January, 2014) as titled above which highlights audit findings by the Auditor-General's office. Among the findings, the audit revealed that Government ministries are flouting governance and procurement rules leading to abuse of funds, state assets and the diversion of resources for unauthorized use.

In a column 'Letters to the Editor' of the "Dailynews on Sunday" (09th November 2014: 11), a columnist, Abnel "Taylo" Rukara laments the economic situation in Zimbabwe by pointing out that the rate of business haemorrhage from the Zimbabwean body is quite abnormal and unbelievable as reflected by the presence of clothes vendors and sadza outlets across each and every street corner of Harare. Pavements are crowded with vendors, a sign that government has run short of strategies to solve the country's high unemployment rate. The author goes on to say that the once prosperous economy has been turned into the present 'bhero and sadza' economy that has little benefit to the current economy.

Case Study Questions

- a) What are the key issues highlighted in the case study above? (10 marks)
- b) To what extent do you agree with the following statement: “The author goes on to say that the once prosperous economy has been turned into the present ‘bhero and sadza’ economy that has little benefit to the current economy”.
(10 marks)
- c) Is the case study relevant to a financial institutions in Zimbabwe today?
(10 marks)
- d) What strategies do you propose leaders can adopt to recover the economy especially in the Banking Sector?
(10 marks)

Choose any three other questions below

Question 2

Explain any five internal triggers of change in a particular financial institution of your choice with relevant examples

Question 3

Discuss any five internal forces for change in a financial institution of your choice

Question 4

Explain the eight steps leading to organizational change in a financial institution of your choice

Question 5

Discuss any five strategies for overcoming resistance to change in a financial institution of your choice