

# THE INSTITUTE OF BANKERS OF ZIMBABWE

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<b>DIPLOMA LEVEL</b>	
<b>SUBJECT</b>	STRATEGIC MANAGEMENT
<b>DATE</b>	OCTOBER 2020
<b>TIME</b>	3 HOURS
<b>MARKS</b>	100
<b>EXAM TYPE</b>	CLOSED BOOK



Alliance of African Institutes of Bankers

## INSTRUCTIONS TO CANDIDATES

1. Read the instructions CAREFULLY before answering the paper
2. This examination has two sections A and B
3. Question 1 in Section A is compulsory with 40 marks.
4. Answer any other three (3) other Questions from Section B, 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 !**

## Strategic Management for IOBZ

- There are 6 questions in this question paper
- There is one compulsory question in Section A (40 marks)
- Answer three other questions in Section B (20 marks each)
- Provide relevant examples where necessary

## SECTION A

### Question 1

#### Compulsory Case Study

#### An Appealing Vision

People in organizations want to feel they are contributing to meaningful goals and that their institutions contribute to a better world. When that perception exists, a moral basis for motivation can be stimulated to supplement control and incentives. Effective leaders had the capacity to present revitalization in a way that provided such a perception. They did so by bonding goals like quality products and quality of work life with business objectives. They also articulated how these goals were an extension of the organization's history, its original purpose, and manner of doing things. These are goals that all constituents can agree are worthy. Management understands that striving for quality products leads to higher market share and lower costs. Since quality appeals to employees far more than reduction in costs or improvement in profits, it was a theme used by many leaders to develop commitment for revitalization.

#### Case Study Questions

- a) What are the critical issues highlighted in the case study above
- b) To what extent do leaders fail to motivate their employees to bring about the desired change and quality of products

c) How relevant is the case study to a financial institution of your choice in Zimbabwe today

## **SECTION B**

**Choose any three other questions below**

### **Question 2**

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

### **QUESTION 3**

What are the five essential elements of an effective strategy?

### **QUESTION 4**

In an organization, strategies are chosen at three different levels. Discuss these three levels with clear examples from an organization of your choice.

### **QUESTION 5**

Many organizations lack an effective strategic management control system that allows them to achieve their strategic and operational goals. How then can you as a strategist craft a strategic management system?

### **QUESTION 6**

Discuss only 4 of the most common uses of the 7S Model that you can employ in improving the operations of a public institution of your choice in Zimbabwe.