

THE INSTITUTE OF BANKERS OF ZIMBABWE

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DIPLOMA LEVEL	
SUBJECT	STRATEGIC MANAGEMENT
DATE	26 APRIL 2022
TIME	3 HOURS
MARKS	100
EXAM TYPE	CLOSED BOOK



INSTRUCTIONS TO CANDIDATES

1. Read the instructions CAREFULLY before answering the paper
2. There are (6) questions in this examination paper
3. Section A is a compulsory case study carrying 40 marks
4. Answer three (3) other Questions of your choice from Section B
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 APRIL 2022

INSTRUCTIONS TO CANDIDATES

COMPULSORY SECTION A – 40 marks (Answer both questions)

QUESTION 1 (10 marks)

Define the following terms:

- a) Vision (2 marks)
- b) Mission (2 marks)
- c) Values (2 marks)
- d) Corporate objectives (2 marks)
- e) Corporate strategy (2 marks)

QUESTION 2 (30 marks)

- a) Define the concept of strategy (2 marks)
- b) What is the role of organizational analysis in strategy formation in a financial institution of your choice? (5 marks)
- c) What are the characteristics of innovation which may serve to improve or detract from its chances of adoption by consumers of financial institutions? (5 marks)
- d) Describe the model of strategic management (9 marks)
- e) Describe the main steps of due diligence process (9 marks)

SECTION B

QUESTION 3 (20 marks)

What are the main characteristics of strategic decisions?

QUESTION 4 (20 marks)

Corporate governance must enrich the Triple Bottom-line (People, Planet and Profits). Do you agree?

QUESTION 5 (20 marks)

Differentiate corporate strategy from operational level strategies in a financial institution of your choice

QUESTION 6 (20 marks)

Explain how Ansoff's Opportunity Matrix could be used to make decisions regarding the growth paths of a company.

QUESTION 7 (20 marks)

Evaluate the impact of PESTLE analysis in relation to the challenges, opportunities and the strategic choices made by any financial institution of your choice in Zimbabwe.