

**INSTITUTE OF BANKERS IN MALAWI**

**ADVANCED DIPLOMA IN BANKING EXAMINATION**

**SUBJECT: MARKETING STRATEGY (IOBM – AD 306)**

**Date: Thursday, 20th November 2014**

**Time Allocated: 3 hours (08:00- 11:00 hours)**

**INSTRUCTIONS TO CANDIDATES**

1 This paper consists of **TWO** Sections, A and B.

2 Section A consists of 4 questions, each question carries 15 marks.

Answer **ALL** questions.

3 Section B consists of 4 questions, each question carries 20 marks. Answer **ANY TWO** questions.

4 You will be allowed **10 minutes** to go through the paper before the start of the examination, you may write on this paper but not in the answer book.

5 Begin each answer on a new page.

6 **Please write your examination number on each answer book used. Answer books without examination numbers will not be marked.**

7 All persons writing examinations without payment will risk expulsion from the Institute.

8 If you are caught cheating, you will be automatically disqualified in all subjects seated this semester.

9 DO NOT open this question paper until instructed to do so.

## SECTION A (60 MARKS)

## Answer ALL questions from this section

**QUESTION 1**

Explain the following terms as applied in marketing strategy.

1. Mission statement. *(3 marks)*
2. Vision statement. *(3 marks)*
3. Strategies. *(3 marks)*
4. Goals and objectives. (*3 marks)*
5. Marketing tactics. *(3 marks)*

**(Total 15 marks)**

**QUESTION 2**

As a newly appointed Marketing Manager of Zanga Commercial Bank [ZCB], you are concerned that the organisation is not marketing orientated. Write a report to the senior management explaining the importance of marketing orientation and suggesting how a marketing orientated approach might be achieved. Use appropriate examples to support your recommendations.

**(Total 15 marks)**

**QUESTION 3**

Innovation and creativity is often referred to as the ‘life blood’ of an organisation. It helps an organization to develop unique products and services which in turn helps an organization to gain competitive advantage.

1. Using appropriate examples identify any **three** potential barriers to innovation in an organization.  *(9 marks)*
2. Discuss any **two** methods which can be used by an organization to overcome these barriers. *(6 marks)*

**(Total 15 marks)**

**QUESTION 4**

More recently Zanu Commercial Bank [ZCB] has lost market share by 10% and as has been registering loses. The Chief Executive Officer of ZCB has demanded that the way forward is to pursue growth objectives. As a Marketing Manager you have been asked to grow the customer base by 30% by 31 December 2015. Explain how you can use the Ansoff Growth Matrix to help you achieve this growth marketing objective. **(Total 15 marks)**

**SECTION B (40 MARKS)**

Answer **ANY TWO** questions from this section

**QUESTION 5**

1. Using an organization of your choice, assess the key external and internal marketing environmental factors that may affect that organization. *(10 marks)*

1. Using your findings in (a) outline the key **SWOT** factors that may help to establish the overall current position of the marketing department . *(5 marks)*
2. Using your findings in [b] develop any **four SMART** marketing objective for the organization. *(5 marks)*

***(*Total 20 marks)**

**QUESTION 6**

(a)Analyse the advantages and disadvantages of having highly structured formal strategic planning systems in an organisation. *(10 marks)*

(b)Explain why there has been a decline in the number of formal corporate planning

departments in organisations. *(10 marks)*

**(Total 20 marks)**

**QUESTION 7**

A new bank, Kwacha Commercial Bank (KCB) has recently been launched in Malawi. The bank intends to develop new markets and understand better the specific needs and wants of potential customers. Market segmentation has been recommended as one way of achieving this objective.

1. As a new Business Development Manager you have been asked to explain the following;
   1. The term Segmentation  *(2 marks)*
   2. Demographic and geographic segmentation  *(6 marks)*
2. Discuss any **one** segmentation strategies that you would recommend for ZCB.

*(4 marks)*

1. Discuss the role of targeting and positioning in the segmentation process

*(4 marks)*

**(Total 20 marks)**

**QUESTION 8**

Using an organisation of your choice to illustrate your answer, critically review and evaluate the marketing audit. Assess its usefulness for the strategic marketing manager.

**(Total 20 marks)**

**END OF EXAMINATION PAPER**