

**INSTITUTE OF BANKERS IN MALAWI**

**ADVANCED DIPLOMA IN BANKING EXAMINATION**

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

**Date: Friday, 27th November 2020**

**Time Allocated: 3 hours (13:30 – 16:30 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**

As a newly appointed Marketing Manager of Zanga Commercial Bank [ZCB], you are concerned that the organisation is not marketing orientated.

**Required**

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 2**

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.

**Required**

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 3**

Discuss **five** environmental factors are having an impact on the banking sector in Malawi.  **(Total 15 marks)**

**QUESTION 4**

1. Budgets are important in that they give a detailed estimate of how firm’s resources will be used but there are a number of problems/challenges that organisations face in the construction/preparation of their budgets.

**Required**

Briefly explain **any five** of these problems/challenges. *(10 marks)*

1. Mention **five** methods used in setting a marketing budget. *(5 marks)*

**(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**

The banking industry in Malawi has experienced significant changes. New bank legislation has been introduced and foreign banks have entered the market. As a result of this the country’s banks have experienced competition from non-bank entities and customers have become more demanding in terms of the quality of the service they receive and sophistication of the products they require.

**Required**

As a Marketing Consultant for First Class Bank (FCB), write a short report to CEO of FCB advising him about the need for the bank to keep on carrying out competitor analysis. **(Total 20 marks)**

**QUESTION 7**

Your bank is in the course of developing a strategic marketing plan after a comprehensive marketing audit which identified growth opportunities due to a large number of unbanked people in the country and beyond. By using a diagram suggest marketing strategies that will help the bank to achieve its growth objectives, and how? **(Total 20 marks)**

**QUESTION 8**

As the bank’s strategist, make an evaluation of the usefulness of the Balanced Score Card for the attention of the bank’s management. **(Total 20 marks)** **END OF EXAMINATION PAPER**