



ZIMBABWE EZEKIEL

GUTI UNIVERSITY

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FACULTY OF LAW, BUSINESS INTELLIGENCE AND ECONOMICS

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DEPARTMENT OF ECONOMICS, MARKETING AND ENTREPRENEURSHIP

EXAMINATION PAPER

COURSE CODE : CBM 401/411  
COURSE TITLE : STRATEGIC MANAGEMENT  
DURATION : 3 Hours  
LEVEL : 4.1  
DATE : 14 FEB 2024  
SPECIAL REQUIREMENTS : NONE

**INSTRUCTIONS TO CANDIDATES:**

1. No cell phones are allowed in the examination venue
2. Answer **QUESTION ONE (1)** and any other **THREE (3)** questions.
3. Begin each question on a new page.
4. The number of marks for each question or part question is shown in brackets [ ]

## QUESTION ONE

April 14, 2022

NDAMU SANDU

International banking group, Standard Chartered PLC, will exit seven markets including Zimbabwe as it redirects its resources within the Africa and Middle East (AME) region to where it has the greatest scale. The exit, which is subject to regulatory approval, will see the bank quitting Zimbabwe, Angola, Cameroon, Gambia, Jordan, Lebanon and Sierra Leone. In Tanzania and Cote d'Ivoire, the consumer, private and business banking will be exited and the focus will turn solely to corporate, commercial and institutional banking.

The group is currently present in 59 markets and serves clients in a further 83. The markets that will be exited generated around 1% of total group 2021 income and a similar proportion of profit before tax, it said.

"As we set out earlier in the year, we are sharpening our focus on the most significant opportunities for growth while also simplifying our business. We remain excited by a number of opportunities we see in the AME region, as illustrated by our new markets, but remain disciplined in our assessment of where we can deliver significantly improved shareholder returns," Standard Chartered Group CEO, Bill Winters said.

"Collectively, our actions will position the AME franchise for the next phase of growth after a very strong 2021 performance. We are grateful to our colleagues and partners in each of these impacted markets for their hard work and dedication and are committed to supporting them through this transition."

In Zimbabwe, Standard Chartered has been the oldest bank, having begun operations in 1892.

- a) Explain why Standard Chartered PLC is exiting seven markets including Zimbabwe.

[10 marks]

- b) What other factors may cause an organisation exit foreign markets? [5 marks]
- c) Standard Chartered PLC has decided to invest in the Africa and Middle East (AME) region. Make recommendations to aid their investment to become a success.

[10 marks]

## QUESTION TWO

Use an example to show how the vision of an organisation is strategically decoded at the different strategic levels of the organisation until implementation.

[25 marks]

## QUESTION THREE

Ian and Israel are brothers and are experts in engineering. They do possess some capital to start a business. Discuss the process they need to take in order to discover the opportunities and gaps in the engineering sector.

[25 marks]

## QUESTION FOUR

- a) Diversified corporations offer unique competitive advantages to shareholders than non-diversified businesses. Explain. [5 Marks]
- b) Critically analyse joint venturing and franchising as international growth strategies? [10 Marks]
- c) To what extent would you agree to the view that national cultural differences have an effect on the company's international growth strategy? [10 Marks]

## QUESTION FIVE

You have recently been employed by Checkers Ltd, an expanding retail grocery company based in South Africa, as a strategy advisor. Your main role involves researching the competitive dynamics of an industry and advising the company on the nature of the competition and whether expansion is a viable option or not. The company is contemplating growth by opening outlets in the Zimbabwean market.

- a) Identify the key factors for competitive success in the supermarket industry in Zimbabwe. **(10 marks)**
- b) On behalf of the company, undertake a strategic group mapping exercise for the supermarket industry either in Harare or Bulawayo. *(Focus only on the medium to large retailers)* **(15 marks)**