



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

MODULE CODE : CBM411  
MODULE TITLE : STRATEGIC MANAGEMENT  
DURATION : 3 Hours  
DATE : 10 JUN 2025

**INSTRUCTIONS TO CANDIDATES:**

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

## **SECTION A**

Answer all questions from this section

### **QUESTION 1**

Case study

#### ***JCB***

JCB is an international brand originally associated with the company's core business, manufacturing mechanical diggers for use by civil engineers on construction sites. The diggers are painted a distinctive yellow and wear the JCB logo in large black lettering. They are instantly recognizable. Recently the company decided to extend the brand, through partnership agreements, beyond its industrial market sectors to new market areas. Research exposed the fact that particular age groups perceived the brand differently. The brand associations of yellow, durable and diggers were common to all age groups. Adults also associated the brand with quality, functionality and Britain. Children, however, linked it with characteristics such as big, muddy and fun. As a result of this research the company decided to target three new market areas: toys, fashion and hardware. Three brand ranges were created – JCB Junior, JCB Works and JCB Sitemaster.

JCB Junior is a range of durable toys meant to last. Children can buy toy hard hats, work benches and diggers. The toy range is a return to a more traditional approach in this market where children can recreate an adult world. They are promoted under the strapline 'Big things for little people'. JCB Works is a range of sturdy outdoor clothing comprising items such as fleeces, jumpers, combat trousers, footwear and sports equipment. These items are designed to reflect the JCB brand values of strength, functionality and integrity. The JCB Sitemaster range is made up of hand tools, power tools and other outdoor power products. Once again the products reflect the values of quality and durability. Reactions to these brand extensions have been positive in the UK and JCB are developing the ranges on offer as well as expanding geographically by launching them across other European markets.

### **QUESTIONS**

- a) Evaluate the contribution of the segmentation, targeting and position strategy followed by JCB towards brand equity. (15 marks)
  - b) In light of the Ansoff growth Matrix, comment on the strategy being followed by JCB (13 marks)
- (Total 25 marks)**

**SECTION B**

Answer any three questions from this section

**QUESTION 2**

Evaluate the significance of Michael Porter's five forces framework in evaluating the attractiveness of any industry of your own choice. (25 marks)

**(Total 25 marks)**

**QUESTION 3**

a) Using examples distinguish between the following:

i) Strategic intent and strategic reality. (3 marks)

ii) Market share and market growth rate. (3 marks)

b) Evaluate the significance of the BCG Matrix as a portfolio analysis framework.

(19 marks)

**(Total 25 marks)**

**QUESTION 4**

'Following a defensive strategy will not be sustainable for market leaders. Instead, market leaders need as well to attack'. Evaluate this proposition in like of practical examples. (25 marks)

**(Total 25 marks)**

**QUESTION 5**

In light of examples, evaluate the worth of the McKinsey's 7Ss Framework as strategy implementation framework. (25 marks)

**(Total 25 marks)**

\*\*\*END OF PAPER\*\*\*

12/4 AM