



ASSOCIATESHIP EXAMINATION
LEVEL IV
STRATEGIC MARKETING MANAGEMENT
[OLD SYLLABUS]
APRIL 2025

N. B.

1. Read carefully the instructions on the cover of the answer booklet.
2. Answer question **ONE** from **SECTION A** and **THREE** other questions from **SECTION B**. Total number of questions set is **SIX**.
3. **Question One** carries **40 marks**, and it is **COMPULSORY**. Questions in **SECTION B** carry **20 marks** each.
4. Time allowed: **THREE HOURS**
5. Candidates must ensure that they answer questions in the appropriate answer booklets and not on loose sheets which may be used only as supplementary sheets. Such answers will not be marked.
6. **DO NOT WRITE YOUR NAME ON THE ANSWER BOOKLET.**
7. **DO NOT OPEN THIS QUESTION PAPER UNTIL INSTRUCTED TO DO SO.**

SECTION A (COMPULSORY)

QUESTION 1

The 5-Year Strategic Marketing Plan prepared by your Bank expires at the end of this year. In your role as the Head of Marketing of your Bank, your Managing Director has asked you to prepare another 5-Year Strategic Marketing Plan taking into consideration the current and projected economic situation of the country. Prepare the plan for the Board's consideration and approval. **(40 marks)**

SECTION B – ANSWER ONLY THREE (3) QUESTIONS

QUESTION 2

“Marketing Management is key in achieving a Bank's marketing objectives including deposits, loans/overdrafts, corporate growth and creating customer and shareholder value.” As the Head of Marketing in your Bank, you have been asked to run a workshop for a group of newly recruited marketing officers. You should evaluate three (3) important aspects and two (2) limitations of Functional Marketing Organisational Structures in delivering Marketing Value. **(20 marks)**

QUESTION 3

In your role as a Marketing Manager in your Bank, the Director of Marketing has asked you to write a memo explaining five (5) reasons why the extended three (3) Marketing Mix elements should be added to the Traditional Marketing Mix elements for the effective achievement of the Bank's Marketing Objectives. **(20 marks)**

QUESTION 4

You are the Head of Marketing of a Bank who is a **market challenger** but plans to become a **market leader** in the next five (5) years. Your Chief Executive Officer has asked you to submit a report for Management's consideration explaining five (5) Marketing Strategies that the company could adopt to enable it achieve these objectives. **(20 marks)**

QUESTION 5

Recently your Bank's Deposit Mobilisation performance declined, and last quarter deposit target fell by approximately 10%. However, it is still the **market leader**. Your Marketing communication message has placed too much reliance on the company's market leadership position, and little has been done to communicate the Bank's offer. Indeed, much has been done to the products and services to support their improvement but it is clear that these changes have not been communicated.

You have been appointed as the new Marketing Communications Manager, and you plan to reverse the declining trend of deposits with a series of measures designed to change customer attitudes towards the Bank. Also you have planned to increase below-the-line promotion spending as this will help improve deposits immediately and complement the value-for-money orientation.

The Head of Marketing recently attended a conference on Customer Relationship Marketing (CRM) and has asked you, the Marketing Communications Manager, to write a paper, explaining three (3) ways the CRM System could assist the development of customer orientation within the Bank and evaluate two (2) potential problems the bank could experience when implementing a CRM System. **(20 marks)**

QUESTION 6

"Marketing Research contributes to the generation of information for effective decision making to enable an organisation achieve its marketing objectives." In your role as the Head of Marketing Research Unit of your Bank, the Head of Marketing has asked you to run a workshop for newly recruited Marketing Officers in the Department. You should explain the difference between Marketing Research and Market Research and indicate five (5) different types of Marketing Research. **(20 marks)**