NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY

B. COMM (HONOURS) DEGREE IN INSURANCE AND RISK MANAGEMENT

CORPORATE STRATEGY AND DECISION MAKING : CIN 4102

JANUARY 2004 1ST SEMESTER EXAMINATION

DURATION : THREE (3) HOURS

INSTRUCTIONS TO CANDIDATES
1.   Answer any **Four** questions.
2.   All questions carry **equal** marks.

Question 1

Critically discuss the macro-environmental factors that are affecting the reinsurance
industry in Zimbabwe.

Question 2

"Tristar Insurance is a relatively new entrant in the short-term insurance market which is
dominated by Nicoz-Diamond and Zimnat."

Critically discuss how Tristar should compete against the bigger players in order to
achieve a position of competitive advantage.

Question 3

The company that manages technology better than it competitors will achieve a position
of competitive advantage. Discuss.

Question 4

"There are currently five reinsurance companies operating in Zimbabwe, namely Zimre,
Sare,; Inter Re; Swiss Re and Munich Re. The launch of African Reinsurance is
motivated by the fact that asset values and insurance covers are increasing at a rate far
beyond the capacity the local market can accommodate. Thus the market has room to
accommodate a new player."

With the aid of a diagram, conduct an industry analysis of the reinsurance business in
Zimbabwe.

Question 5

The Insurance industry has to change from the usual sluggish approach to be more agile and responsive to the operating environment.

Critically discuss the challenges that the industry has to deal with if it is to grow.

Question 6

McKinsey & Co. have proposed the 7 'S' model for the implementation of strategic change.

Critically discuss the 7 'S' framework.

Question 7

Why does strategy implementation fail in some instances?

END OF EXAMINATION PAPER