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KIBABII UNIVERSITY



UNIVERSITY EXAMINATIONS 2021/2022 ACADEMIC YEAR FIRST YEAR FIRST SEMESTER

MAIN EXAMINATION

**FOR THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION**

COURSE CODE: MBA 806

COURSE TITLE: MARKETING MANAGEMENT

DATE: 27/09/2022 TIME: 9.00AM – 12.00PM

INSTRUCTION TO CANDIDATES

- Answer question **ONE** (compulsory) and any other **THREE** questions
- Question **ONE** attracts **40 marks**
- Time allowed is **THREE** hours
- All other questions attract equal marks (**20 marks**)

QUESTION ONE

Integrative Approach to Strategic Marketing Planning: An Action Research Case Study

Market dynamics and others factors have caused drastic changes in marketing practice. From having focused initially on gaining new customers, current marketing practice is more relating to retain existing customers (Hutt and Speh, 2001). However, the recent studies found the notion of transaction marketing is still relevant at present, and many businesses practice transaction marketing concurrently with various types of relationship marketing known as pluralistic marketing (Egan, 2001).

The existing management and marketing literature revealed that studies on strategy research, specifically on marketing, concentrate in two different aspects, namely strategic content and strategic process (Rajagopalan and Spreitzer, 1997; Ashill et al, 2003). Content school emphasizes the investigation on the fit of organization to its external environment; whereas process school believes formalized the strategic marketing planning process to attain superior performance. However, considering that companies should attain both external and internal fit to achieve superior performance, at the same time, the processes of strategy formulation and implementation is not separable activities (Lawrence and Lorsch 1967). As such, there is a need for an integrative approach that incorporates both schools of thought. Integrative approach is based on the idea that the formulation and implementation processes influence the content of a strategy; meanwhile, the processes themselves are determined by previous strategic decisions (Jemison, 1981).

In practice, many companies still operate without formal strategic marketing plan, particularly small and medium companies and industrial companies due to lack of strategic marketing planning system or ability (Barton, 1994). Even strategic marketing planning can bring advantage to the companies yet, only few companies were able to implement strategic marketing concept effectively. In continuously changing business environments, top management could not cope with the environmental changes without involving middle managers (Barlett and Goshal, 1994). Therefore, the primarily role of managers in strategic planning is to detect the environmental changes and provide up to date market information for top managements to make strategic decisions (Webster, 1992).

Extract from Journal of global business management

a) In continuously changing business environments, top management could not cope with the environmental changes without involving middle managers. Based on the statement, as a consultant discuss on the various approaches of analyzing the marketing environment. **(10 Marks)**

b) Recent studies have shown that transaction marketing is still being practiced. As a marketing consultant discuss on some of the factors that drive growth and adoption of relationship marketing **(10 Marks)**

c) Strategic marketing planning process is critical for any success to be realized within an organization setting. Discuss on the key components of a strategic marketing plan. **(10 Marks)**

d) Existing management and marketing literature revealed that studies on strategy research, specifically on marketing, concentrate in two aspects of strategic content and strategic process (Rajagopalan and Spreitzer, 1997; Ashill et al, 2003). As an MBA marketing management student discuss on the steps to be followed in conducting a marketing research **(10 Marks)**

QUESTION TWO

a) You have recently taken responsibility for a product which your company has marketed for several years, but which now appears to be entering the decline stage of its product life cycle. Identify the strategic alternatives that are open to you and the criteria that should be used in deciding better these alternatives. **(10 Marks)**

b) Pricing is the only element of the marketing mix that generates revenue rather than creating costs. As a marketing consultant, discuss on the various pricing strategies. **(10 Marks)**

QUESTION THREE

a) As a marketing consultant of DYNAMCO CONSULTING Company, You have been tasked to prepare a marketing plan for a startup company. Before the actual preparation, you are involved in a discussion on how to incorporate the marketing mixed decision in the plan. Brainstorm and discuss in detail some of the factors that a detailed marketing mix plan might consider. **(10 Marks)**

b) Generally, a distribution system will involve the use of a number of intermediaries. Both buyers and sellers have motivations for the use of intermediaries. Discuss the key reasons for the usage of intermediaries. **(10 Marks)**

QUESTION FOUR

There are many different bases for segmentation and positioning and one base will not be appropriate in every market and sometimes two or more bases may be required at the same time.

a) Making reference to examples, Identify factors that should be taken into account in developing an effective segmentation strategy in competitive markets. **(10 Marks)**

b) Products or brands can be positioned against competitive products or brands on positioning maps. Discuss on possible positioning bases. **(10 Marks)**

QUESTION FIVE

Because of the unique challenges that services face, the approach adopted in their marketing is usually different.

a) Discuss on the features that distinguish services from goods. **(10 Marks)**

b) What are the challenges brought about by such characteristics and appropriate tactics of addressing them. **(10 Marks)**