



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

FACULTY OF MANAGEMENT SCIENCES

DEPARTMENT OF MARKETING AND LOGISTICS

QUALIFICATION: BACHELOR OF MARKETING HONOURS	
QUALIFICATION CODE: 08HMAR	LEVEL: 8
COURSE CODE: SMG811S	COURSE NAME: STRATEGIC MARKETING MANAGEMENT: ANALYSIS, PLANNING AND DECISION MAKING
SESSION: JUNE 2019	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100
1ST OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINER	Dr S.P. Kaupa
MODERATOR:	Prof. A. Ghamsari
INSTRUCTIONS	
<ul style="list-style-type: none">• <i>Closed Book Examination</i>• <i>ANSWER ALL QUESTIONS</i>• <i>PLEASE ENSURE THAT YOU WRITE YOUR STUDENT NUMBER/SEAT NUMBER ON THE BOOKLET AND YOU SIGN THE ATTENDANCE EXAMINATION REGISTER.</i> <p><i>NB: STUDENTS ARE ADVISED THAT IT IS IN THEIR OWN INTERESTS TO WRITE LEGIBLY AND IN INK.</i></p>	

THIS QUESTION PAPER CONSISTS OF 3 PAGES (Including this front page)

QUESTION ONE

20 Marks

Identification and evaluation of competitors' strengths, weaknesses and capabilities is at the very heart of a well-developed competitive strategy. The marketing planner should, as a first step, therefore, concentrate upon establishing the competitive strength of the company's position in the industry.

Against this background discuss any **FIVE (5)** signs of competitive strength of an organisation. Provide practical examples to support your answers.

QUESTION TWO

20 Marks

Although marketing planning has an inherent logic and appeal, McDonald (1995, p. 64) suggests that the vast majority of organizations experience significant problems in developing truly effective planning systems and cultures.

In line with McDonald (1995) discuss any **FIVE (5)** factors that contribute to difficulties and problems in developing a truly effective marketing planning system and culture in an organisation. Provide practical examples to support your answer.

QUESTION THREE

20 Marks

While the need for clear objectives may well be self-evident, it is relatively unusual to find explicit references as to just how managers should go about developing these objectives in the first place. One of the few who has attempted to provide guidelines for formulating objectives is McKay (1972), who suggests that it is possible to identify two categories of issues that should be considered: the general issues that apply to all organizations, and the more specific, which force a more detailed examination.

Against this background discuss any **FIVE (5)** factors that a marketing strategist must consider when developing organisation's mission, goals and objectives. Provide practical examples to support your answer.

QUESTION FOUR

20 Marks

Discuss any **FIVE (5)** challenges that marketing managers and strategists are facing in the 21st century.

QUESTION FIVE

20 Marks

Discuss any **FIVE (5)** factors that have led to the emergence of hyper-competition in different markets and the erosion of traditional competitive advantage for organisations. Provide practical examples to support your answers.

END OF QUESTION PAPER

Handwritten signature and date: 10/05/2019