



**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: JULY 2019	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100
2ND 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>NB: STUDENTS ARE ADVISED THAT IT IS IN THEIR OWN INTERESTS TO WRITE LEGIBLY AND IN INK.</p>	

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

QUESTION ONE

20 Marks

Having developed a position for a brand, there is frequently the need to reposition as the market develops, competitors enter or exit, and customers' expectations and needs change. In thinking about repositioning, the marketing planner has four strategic options:

Discuss **FOUR (4)** repositioning strategies that a marketer can use as the market factors change. Provide practical examples to support your answers.

QUESTION TWO

20 Marks

Discuss the concept of relationship marketing and why relationship marketing is becoming an increasingly important strategic marketing tool and how a relationship marketing programme can be developed. In your discussion present the requirements/factors that must be considered before developing the relationship marketing strategy. Provide practical examples to support your answer.

QUESTION THREE

20 Marks

Competitive advantage is achieved whenever you do something better than your competitors. If that something is important to consumers or if a number of small advantages can be combined, you have an exploitable competitive advantage. One or more competitive advantages are usually necessary in order to develop a winning marketing strategy and this in turn should enable a company to achieve above-average growth and profits, (*Davidson, 1987*).

With this understanding in mind critically any **FIVE (5)** discuss the sources of competitive advantage for a firm.

QUESTION FOUR

20 Marks

It has long been recognized that market challengers only rarely succeed by relying on just one element of strategy. Instead, the challenging strategy needs to be made up of several strands that, together, provide the basis for competitive advantage.

As a marketing strategist discuss in detail any **FIVE (5)** successful strategic strands that a market challenger can use in the market. In each case provide practical examples to support your answer.

QUESTION FIVE

20 Marks

In analysing the environment, Johnson and Scholes (1988, p. 54) argue for a stepwise approach. This involves an initial audit of general environmental influences, followed by a series of increasingly tightly-focused stages that are designed to provide the planner with an understanding of the key opportunities and threats as a prelude to identifying the organization's strategic position.

Against this background discuss any **FIVE (5)** benefits of environmental scanning exercises such as the market auditing.

END OF QUESTION PAPER