



**NAMIBIA UNIVERSITY  
OF SCIENCE AND TECHNOLOGY**

**FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION**

**DEPARTMENT OF MARKETING AND LOGISTICS**

<b>QUALIFICATION: BACHELOR OF MARKETING HONOURS</b>	
<b>QUALIFICATION CODE: 08MARK</b>	<b>LEVEL: 8</b>
<b>COURSE CODE: SMG811S</b>	<b>COURSE NAME:</b> Strategic Marketing Management: Analysis, Planning and Decision Making
<b>SESSION: JUNE 2022</b>	<b>PAPER: 1</b>
<b>DURATION: 3 HOURS</b>	<b>MARKS: 100</b>

<b>FIRST OPPORTUNITY EXAMINATION QUESTION PAPER</b>	
<b>EXAMINER(S)</b>	MS CHERLEY DU PLESSIS  DR STEWART KAUPA
<b>MODERATOR:</b>	<b>DR S.P. SHIHOMEKA</b>

<b>INSTRUCTIONS</b>	
<ol style="list-style-type: none"><li>1. Answer ALL the questions.</li><li>2. Read all the questions carefully before answering.</li><li>3. Number the answers clearly</li></ol>	

**THIS QUESTION PAPER CONSISTS OF 2 PAGES (Including this front page)**



**QUESTION ONE****25 MARKS**

The marketing audit is in a number of ways the true starting point for the strategic marketing planning process, since it is through the audit that the strategist arrives at a measure both of environmental opportunities and threats and of the organization's marketing capability. The thinking that underpins the concept of the audit is therefore straightforward: it is that corporate objectives and strategy can only be developed effectively against the background of a detailed and objective understanding both of corporate capability and environmental opportunity, McDonald (1995, p. 28).

Against this background discuss any **FIVE (5)** consequences that an organisation may face as a result of its failure to conduct a comprehensive marketing auditing.

**QUESTION TWO****25 MARKS**

In the modern business world having a competitive advantage is never a "permanent state" as the business landscape is constantly changing. Every year there are new and aggressive players entering the market and eroding the traditional sources of competitive advantage of the old players and giving customers a wider variety of goods and services to choose from.

With this background discuss **FIVE (5)** factors that have intensified hyper-competition in the market. Give practical examples in each case to support your answers.

**QUESTION THREE****25 MARKS**

Explain any **FIVE (5)** factors that contribute to problems in developing a truly effective marketing planning systems and a market-oriented organisation.

**QUESTION FOUR****25 MARKS**

Present **FIVE (5)** attractions of a loyal customer base that can be seen by an organisation in terms of the greater scope for profits.

**END OF PAPER**



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