

BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

In collaboration with

THE COMMONWEALTH OF LEARNING

Commonwealth Executive Masters in Business Administration

Commonwealth Executive Masters in Public Administration

MARKETING MANAGEMENT

MM 312

SPECIAL EXAMINATION

Marks: 100

Time allowed: 3 hours

Instructions

1. This paper comprises of TWO Parts.
2. Answer **ALL** questions in part A and any three in Part B.
3. Answer questions according to instructions given in each section
4. Write answers in the answer booklet provided
5. Answer **ALL** questions, in grammatical **English**.

Part A [40 marks]

Answer ALL questions from this part. All questions carry equal marks.

Case Study

Question 1. Compulsory question

Read the following case and answer all the questions after it.

Case Study – Choppies Group

Choppies group, a supermarket company that started its operations in Lobatse, has in recent years embarked on an internationalisation drive. In the past five years Choppies has expanded into several southern African countries that included among others South Africa, Zimbabwe, and Kenya. This expansion drive has seen Choppies stocks soaring in the market. Its shareholders are smiling all the way due to this good performance. However this expansion has not been without hiccups. For example, it took a while before the company could start operations in Kenya due to some legal requirements. Choppies' dream of expanding is continuing despite all the possible challenges associated with international market entry.

- a. Assume that Choppies intends to expand into Europe, what advice would you give Choppies management on product strategies that they can pursue in Europe?

[15 Marks]

- a. Identify and describe five factors that would favour Choppies Group if they decided to follow product standardisation in their internationalisation drive.

[10 Marks]

- b. Describe the components of an e-commerce business plan that Choppies Group could follow. **[15 marks]**
- c. Identify and explain five steps in the personal selling process. **[10 Marks]**

Part B **[60 marks]**

Answer any two (2) questions from this section.

Question 2

- a. Deciding where to position a new brand or where to reposition an existing one depends on the market-targeting analysis as well as the market-positioning analysis. Identify and describe five(5) specific positioning methods. Use examples to clarify your answer. **[10 Marks]**
- b. An organisation's marketing activities are strongly influenced by the organisations' marketing orientation. Discuss how product orientation influences an organisation's marketing activities. **[10 Marks]**
- c. Identify and explain five reasons for developing new products. **[5 Marks]**

Question 3

- a. Imagine that you are a Marketing Consultant and have been approached by a recently introduced electronics store for advice on direct marketing methods. Identify any five (5) direct marketing methods and illustrate to the store manager how those methods can be used. **(15 marks)**

- b. Discuss how leadership drives an organisation's strategy implementation.

[10 Marks]

Question 4

- a. Synergy plays an important role when an organisation wants to achieve a sustainable competitive advantage. Discuss any five (5) forms of synergy.

[10 Marks]

- b. Assume that BMC wants to export its beef to a new market overseas. Describe the process it will follow when developing its export plan.

[15 Marks]

END OF EXAMINATION