



MASENO UNIVERSITY

UNIVERSITY EXAMINATIONS 2012/2013

FIRST YEAR FIRST SEMESTER EXAMINATIONS FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (CITY CAMPUS - EVENING)

MBA 809: MARKETING MANAGEMENT

Date: 22nd July, 2013

Time: 5.30 – 8.30 p.m.

INSTRUCTIONS:

- ◆ Attempt ANY FOUR questions.
- ◆ All questions carry equal marks.



CASE: WALKERS FANTANSY

Q1. In 2001, with 87 rental stores nationwide and a turnover of £38 million. Walkers jewelers could claim a 7 percent share of the jewellery market. They faced severe competition from several multiple jewellery retailers and a large number of independent stores.

The Walkers chain has been built through a series of acquisitions which still operate under their separate identities.

In recent months, the sale of gold jewellery within Walkers has been on the decline and now accounts for 24 percent of sales turnover against a five-year moving average of 33 percent. Diamonds and watches have however retained their sales percentage at 29 and 24 respectively.

The Company operations have been unco-ordinated with the production department relying purely on intuition of managers on new product ideas. Nine months ago, Walkers introduced a high margin, most appealing branded range of co-ordinated gold jewellery called 'Fantasy'. It was meant for the up-market and today, many pieces are distributed nationally. The firm focuses on quality and being a technology leader in jewellery.

Apart from the wide distributions coverage, advertising hitherto is unknown for jewellery items especially gold, and normally point of purchase displays are used.

In your capacity as the newly appointed Marketing Manager, you are requested to give a preliminary assessment of the position by responding to the following.

1. (a) Conduct a SWOT analysis for Ozel Company. (6 marks)
- b) Was the company practicing the Marketing. Production or product concept? (5 marks).

c) Marketing Management is Demand Management. Explain. (4 marks)

Q2. A popular soft drink company has been trying to make inroads in the soft drink market by increasing its market share. Management is trying to benchmark itself against key competitors.

a) How should management undertake the exercise? (7 Marks)

b) Why and how should management undertake the competitive analysis?(8marks)

Q3. (a) "A forecasting system to be instrumental in contributing to better management decision-making, needs certain conditions" Discuss (5marks)

(b) Discuss your main concerns as a product manager in your work place. (5marks).

Q4. a) Doublecopy is a Kenyan company manufacturing a wide range of products consisting of cooking fat, shoe polish, maize meal, and dog food. Recently the management noticed that the dog food business sales have stagnated and profits are starting to fall.

b) Using the product life cycle (PLC) explain the stage you think the dog food is at and what strategies can Doublecopy use to reverse the trend in its dog food unit? (5 marks)

Q5.) a) Various managers have different views on price. There is always need to specify which price you really mean. Discuss (5marks)

b) "Promotion Mix delivers results only when all elements are integrated to deliver values to the target market". Discuss the factors that influence this process. (5marks)

c) "Brands vary in the amount of power they have in the market place"
Discuss this statement and explain the strategies provided by high branding.
(5marks)

Q6. (a) There is no single approach to organizing a marketing unit that fits in all businesses. Explain (7 ½ marks)

(b) The salesman today is an inevitable factor in any economy. His role is rapidly changing from that of being a mere seller of products to that of being a proficient business manager. Discuss (7 ½ marks)