

ZIMBABWE EZEKIEL GUTI UNIVERSITY



DEPARTMENT OF BUSINESS STUDIES

COURSE: STRATEGIC MARKETING

COURSE CODE: CMA 408

DURATION: 3 HOURS 23 January 2019

INSTRUCTIONS TO CANDIDATES

1. No cell phones are allowed in the examination venue.
2. Answer **ANY FOUR** questions
3. Begin each question on a new page.
4. The number of marks allocated to each question or part question is shown in brackets
5. All questions carry twenty five marks

Question 1

Explain how Michael Porter's five forces framework model is used as a competitive industry structure analysis tool. **(Total 25 marks)**

Question 2

(a) Evaluate the importance of the BCG growth share matrix in marketing strategy planning.

(10 marks)

(b) Discuss the characteristics that make Porter's generic competitive strategies distinct from one another. **NB:** The generic strategies are overall cost leadership, differentiation and focus.

(15 marks)

(Total 25 marks)

Question 3

(a) Define the term 'environmental analysis'. **(5 marks)**

(b) Analyze the rationale behind the need for organizations in Zimbabwe to constantly scan their marketing environment. **(20 marks)**

(Total 25 marks)

Question 4

Discuss the similarities and differences between strategic planning and marketing planning. **(Total 25 marks)**

Question 5

The telecommunication sector like all other sectors in Zimbabwe is affected by the macro environmental factors. Citing specific examples, discuss these factors and show how firms in the sector have responded to them. **(Total 25 marks)**

END OF PAPER