



**ZIMBABWE EZEKIEL GUTI UNIVERSITY**

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**FACULTY OF BUSINESS, ECONOMICS AND ACCOUNTING**

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**DEPARTMENT OF BUSINESS ADMINISTRATION AND MANAGEMENT**

**EXAMINATION PAPER**

**COURSE CODE** : CMA 408  
**COURSE TITLE** : STRATEGIC MARKETING  
**DURATION** : 3 Hours  
**DATE** : 28 NOV 2022

**INSTRUCTIONS TO CANDIDATES:**

1. No cell phones are allowed in the examination venue.
2. **Section A** is compulsory
3. Answer any **FOUR (3)** questions from **Section B**
4. Begin each question on a new page.
5. The number of marks for each question or part question is shown in brackets [ ]

## SECTION A: Case Study

### QUESTION 1

#### Case Study: Canon and Xerox

In the 1980s when the Japanese copier manufacturer Canon began to enter the US market, Xerox was convinced that Canon was dumping a product in the US at below cost. Because Xerox was shipping product at a price that was approximately equal to the Xerox's manufacturing costs. So Xerox decided that they were going to take apart a Canon copier and send all the pieces to their distributor in Japan and get the distributor to come back and tell them what the parts all cost, so that they could bring a dumping action before the US Department of Commerce, and hopefully get punitive tariff put on Canon's products. Instead what they found out when they got all the pieces back, was that Canon had figured out a less expensive way to build and assemble and in fact service copiers. For example, they found that in some cases Canon had put two screws to hold an assembly in place rather than four, or six that Xerox had. So Xerox took all of this information and added up the cost and they were really shocked to find that Canon in fact could make a profit at that price. And at that point Xerox might have thrown up their hands and said we have to get out of the small desktop copier business, but instead they decided that they would try to figure out what they could do to reduce their own costs. Xerox obviously had its assumptions pretty seriously challenged, and they rose to that challenge and recalibrate

#### QUESTIONS

- a) Discuss the business philosophy followed by Cannon (10 marks).
- b) Discuss the significance of the competitor analysis stance taken by Xerox. (10 marks)
- c) Which brand is likely to be selected by customers between Cannon and Xerox. Justify your answer. (5 marks)

**(Total 25 marks)**

## SECTION B: Answer any (3) questions

### Question 2

Strategic marketing planning is not relevant for businesses operating in dynamic environments.' Evaluate this proposition in light of examples. (25 marks)

**Total marks [25]**

### Question 3

'Strategic intents are not always successfully transformed to strategic realities'. Making use of examples discuss the factors which may lead to strategic gaps in the contemporary business environments.

(25 marks)

**Total marks [25]**

**Question 4**

‘Contemporary markets are saturated with competition, hence new players need to take the competition head-on’. Making use of examples, evaluate the feasibility of market challenger strategies in the contemporary business spheres.  
(25 marks)

**Total marks [25]**

**Question 5**

As a newly appointed general manager of a specific strategic business unit of your own choice, you realise that the CEO and majority of functional managers are failing to distinguish between marketing and selling. Write a memo to the CEO juxtaposing marketing and selling using examples.

(25 marks)

**Total marks [25]**

.....**END OF THE EXAMINATION**.....

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