



MUEO

# **MOI UNIVERSITY**

OFFICE OF THE CHIEF ACADEMIC OFFICER

## **UNIVERSITY EXAMINATIONS**

### **2009/2010 ACADEMIC YEAR**

#### **FIRST SEMESTER EXAMINATION**

**FOR**

**MASTER OF BUSINESS**

**ADMINISTRATION**

**COURSE CODE:** MBA 840

**COURSE TITLE:** MARKETING MANAGEMENT

**DATE:** 26<sup>TH</sup> FEBRUARY, 2010 **TIME:** 9.00 A.M. – 12.00 NOON.

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### **INSTRUCTION TO CANDIDATES**

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**MBA 840: MARKETING MANAGEMENT****INSTRUCTIONS TO CANDIDATES**

Answer Question **One** and any other **Three** Questions

**Question One**

Read the following case and then answer the question that follow.

**ELIMU UNIVERSITY**

Elimu University, one of the oldest private universities in Kenya, has been in existence for about fifteen years. For a long time, the university has enjoyed calmness and increased enrolment in its programs. It attracts both Part-time and full-time lecturers from other universities. Given its international orientation, the university attracts students from all cultural back grounds.

The university claims to be the best in terms of learning facilities which include a well stocked library, computer facilities, optimal class sizes and is located in a conducive environment for learning. On average, Elimu University's fee is higher compared to those of the other universities.

The courses offered at Elimu University include Business Administration, International Business Administration, psychology, and information technology, among others. These courses are offered both at undergraduate and postgraduate level.

In a recent board meeting, one of the members had the following to say;  
"We have to do everything possible to increase the students' enrolment in our MBA programme. We cannot sit back and watch this declining trend while other universities are experiencing the opposite. Why should we assume that we are the best when all is not well? Let us try to change our orientation"

In support of this view, another member of the board said;  
"It is good that we are now realizing that we are not the best with many universities coming up, and others utilizing the excess capacity that they have we have to be watchful as these competitors may erode our market share"

Having heard all these sentiment, the chairman wondered where they should start from. He suggested that the board members put their heads together and determine which course of action to take. "Of course we have to start with the strategic plan, which in the first place is non-existent." retorted one of the directors.



### Questions

- a) Is Elimu University pursuing the production, product or the selling concept? (5 marks)
- b) In what ways would marketing planning assist the university? (10 Marks)
- c) When developing a positioning strategy for its MBA Programme, what differentiators, according to Micheal Porter's "Competitive strategies should the university pursue? (15 Marks)
- d) Assuming that the university management has decided to carry out marketing research, explain the ways in which it may benefit from the research? (10 Marks)

### Question Two

You have been hired by Safi Enterprises as a marketing manager. The company manufactures detergents and operates in a very competitive environment. Management has not been preparing a marketing plan, nor has it been conducting marketing research. You want to demonstrate to your Boss that the training you have received from the MBA is useful to the firm. You have however heard that he thinks a formal marketing planning and research are time consuming and costly for nothing. You are determined to change his attitude.

- (a) Write a memo to your boss explaining how a formal marketing plan as well marketing research can be useful to the firm. (10 Marks)
- (b) In designing a marketing intelligence system for the firm, which information sources would you put in place? (10 Marks)

### Question Three

- (a) Squeezeie Juices intends to introduce a juice mixture in Kenya. As the firm's Marketing Manager you would like to evaluate the advantages and disadvantages of introductory price skimming versus a price penetration strategy. Upon what factors will you base your decision? (10 marks)
- (b) Your boss has asked you to look into the possibilities of changing your firm's distribution strategy from direct selling to the use of intermediaries. What factors would you consider before making such a decision?

(10 marks)

**Question Four**

Jua Kali Ltd, a solar heating company has R and D ability to construct an economically flexible solar reflector, making it possible for home owners to convert solar heating with substantial cost savings after the fifth year. As the director of marketing, you are in charge of developing the new product.

- (a) Discuss how you would take this idea through the new product development process. Include the commercialization activities in your discussion. (10 Marks)
- (b) Discuss the factors that influence the development of a distributor channel in such an industry. (10 marks)

**Question Five**

Compaq Computer Corporation made a name for itself in the early 1980's by becoming the first computer company to manufacture and market IBM "Clones" Observers point out to Compaq's ability to bring out products quickly and to work with other industry giants, such as Intel, as keys to its success. How would you expect Compaq to organize its operations if it chooses to be guided by:-

- (a) The production concept?
- (b) The selling concept?
- (c) The marketing concept? (20 marks)

**Question Six**

The marketing society of Kenya has invited you as a discussant on emerging trends in marketing communication during its annual dinner dance. The chosen topic of discussion is integrated marketing communication. Discuss.

- (a) Why companies should adopt an integrated marketing communication. (10 marks)
- (b) The major steps in developing an integrated marketing communication. (10marks)

**E...N...D**