

**NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY
FACULTY OF COMMERCE
DEPARTMENT OF BUSINESS MANAGEMENT
STRATEGIC MARKETING MANAGEMENT 1 – CBU 4101**

**FINAL EXAMINATION – JANUARY 2008
TIME ALLOWED 3 HOURS 30 MINUTES**

INSTRUCTIONS TO CANDIDATES

- *Answer Section A and any three questions from Section B.*
- *Questions may be answered in any order.*
- *As much as possible, use relevant examples.*

**Section A
(Compulsory)**

Question 1

Case Study: L. L. Bean, INC.: Corporate strategy

Requirements:

- (a) Conduct a SWOT Analysis of L. L. Bean, Inc. [20]
- (b) L. L. Bean, Inc is using effective Marketing Strategies. What evidence is there to support this statement? [15]
- (c) What other strategies would you recommend to L. L. Bean in today's retail environment? [5]

SECTION B

*Answer any **three** questions from this Section*

Question 2

The resources of a firm are its distinctive capabilities and strengths. Discuss the statement; use examples to support your answer.

[20 marks]

Question 3

Industry analysis and competitor analysis are fundamental in sustaining an organisation's success in this competitive environment. Discuss this statement.

[20 marks]

Question 4

Obtaining a sustainable competitive advantage assures a business organisation success over time. Discuss.

[20 marks]

Question 5

Discuss the usefulness of the product life cycle to marketing managers, bringing out what marketing strategies can be used at each stage of the PLC.

[20 marks]

Question 6

An organisation with a "no growth" scenario puts itself in a vulnerable position for possible attack by competitors. In light of this, recommend alternative growth strategies available for exploitation by firms.

[20 marks]

Question 7

Discuss the merits and demerits of Porter's Five Forces Model.

[20 marks]