

**NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY**  
**FACULTY OF COMMERCE**  
**DEPARTMENT OF BUSINESS MANAGEMENT**  
**BACHELOR OF COMMERCE (HONOURS) DEGREE IN MARKETING**  
**STRATEGIC MARKETING MANAGEMENT 1 - CBU 4101**  
**SUPPLEMENTARY EXAMINATION AUGUST 2013**  
**TIME ALLOWED: 3 HOURS 15 MINUTES**

**INSTRUCTIONS TO CANDIDATES**

Answer question **one** and any **three** questions in section B

**INFORMATION TO CANDIDATES**

- (i) Question one carries **40** marks
- (ii) Questions in section B carry **20** marks each
- (iii) Questions may be answered in any order.
- (iv) Credit will be given for the use of appropriate examples
- (v) This paper contains **seven** questions

**SECTION A**

**Question 1**

**Samsung**

Samsung Group is one of the largest industrial groups in South Korea, operating through a network of subsidiaries world. The company is interested in more than 20 affiliates, and focuses on electronics, finance and service activities. Samsung electronics is one of the world's largest manufacturers of random-access memory chip. Customers are loyal and appreciate the brand. Samsung is enjoying a very good position against its competitors. The company is maintains good relationships with its suppliers. The company also maintains good relationships with laborers.

Samsung is financially strong and stable. The production processes and procedures of inventory management are consistent with industrial standards. Samsung is facing hard competition. South Korea's labor unions are strategically linked for collective bargaining and negotiation. Samsung need improvements in defining the vision, mission and strategic corporate objectives.

The economic condition of South Korea seems favorable. Samsung is introducing social shifts. It is having constant policy given by the government. Samsung is

reasonably equipped to take care of technological changes. Samsung is maintaining good international relationship with other countries and the local ones.

Legislation has been passed relating to this industry. Technological transformation that takes place in this industry was very high. Regulatory issues and safeguarding of property rights was main threats in legislations.

Developing a partnership with Microsoft will be a vital component to developing the 3D gaming content availability, which is the only relevant competitive advantage other than pricing. As Samsung introduces new 3D products to the market, the price of current products will drop, making them more readily available to lower class consumers and expanding the target market for their 3D products.4.6. Samsung offers the most diverse product mix in the 3D market, offering are LED, LCD and Plasma 3DTVs.

Samsung's cash cow product in the 3D market however, is the LED 9000 series. Features include 55" or 46" class LED backlight display-.31" thin, which is the thinnest TV available. (The most technologically advanced television). The distinct advantage to buying a Samsung 3D TV is the knowledge that consumers will have bought the most cutting-edge, technologically advanced TV, in the 3D market. The remote is the only one of its kind, offering consumers a distinct feature they cannot get from any of SE's competitors.

Samsung's 9000 series is the thinnest TV ever produced. Samsung offers the best 3D packages, consisting of 3D starter kits, 3D home theater surround sound,3D capable blue ray players, and the highest quality 3D TVs.

Among the benefits of this product is the increase in customer satisfaction, due to the quality of the produce , will be unmatched by competitors. Because Samsung produces such a diverse product mix, they can meet all the needs of the 3D TV consumers with the products they offer, at a very competitive level. Price Strategy The price of the 9000 series is \$5,999. However, Samsung's diverse product mix of 3D TVs ranges from \$1,200-\$7,000.

**Adapted from Samsung Electronics Co Case material.**

**REQUIRED:-**

- (a) Elaborate on both the external and internal environments that Samsung should take note of when planning their marketing strategies.

**[15 marks]**

- (b) Using the Boston Consulting Group matrix (BCG), discuss Samsungs offerings.

**[15 marks]**

- (c) Discuss Samsung's growth strategies.

**[10 marks]**

## **SECTION B**

### **Question 2**

'A mission statement can be defined as the general expression of the overriding purpose of the organisation, which is in line with the values and expectations of major shareholders and is concerned with the scope and boundaries of the organisation.'

In line with the statement above, evaluate the importance of corporate mission statements. **[20 Marks]**

### **Question 3**

Discuss the factors that have led most business organisations to adopt a more strategic marketing management approach as opposed to marketing management.

**[20 Marks]**

### **Question 4**

Explain the corporate strategies available for company executives to use, highlighting the conditions under which they are best suited.

**[20 Marks]**

### **Question 5**

(a) Apply a PESTELI analysis to an organization of your choice in Zimbabwe.

**[10 Marks]**

(b) Develop a TOWS matrix/ analysis for the corporation in (a) above.

**[10 Marks]**

### **Question 6**

You have been recently appointed as a marketing manager in your organization, explain the various strategies you would employ in pursuit of growth.

**[20 Marks]**

### **Question 7**

(a) How can a corporate use its resources to gain sustainable competitive advantage? **[10 Marks]**

(b) Examine the kind of internal factors that assist marketing managers decide on a corporation's strengths and weaknesses. **[10 Marks]**

**END OF EXAMINATION**