

MARKETING STRATEGY & PLANNING 21BSC110

Semester 1 2021/22

1b) Exam paper

This is a (1b) online examination, meaning you have a total of **2 hours plus an additional 30 minutes** to complete and submit this paper. The additional 30 minutes are for downloading the paper and uploading your answers when you have finished. If you have extra time or rest breaks as part of a Reasonable Adjustment, you will have further additional time as indicated on your exam timetable.

It is your responsibility to submit your work by the deadline for this examination. You must make sure you leave yourself enough time to do so.

It is also your responsibility to check that you have submitted the correct file.

Exam Help

If you are experiencing difficulties in accessing or uploading files during the exam period you should contact the exam helpdesk. For urgent queries please call **01509 222900**.

For other queries email examhelp@lboro.ac.uk

You may handwrite and/or word process your answers, as you see fit. It is preferred that you type your answers.

For questions requiring graphical answers, you are **free** to use a **drawing tool** (e.g. the Shapes tool in MS Word) or **hand-draw** them, the latter being preferred.

You may use any calculator (not just those on the University's approved list).

This is an **open book exam** and you may refer to module materials, notes or textbooks when answering. However, you **must produce your own responses** to the exam questions and you **should not copy or reproduce content** from a source without quotation marks and a citation. Students who do this will be marked down for poor scholarship or the work will be considered for Academic Misconduct in line with regulation XVIII.

You must clearly identify the question and part, as required, in your answer, either through the numbering system or by including the relevant exam question and/or part as a heading.

You may include headings, bullet points etc to help with clarity as required. Graphs and images may also be included and should be appropriately referenced.

In text citations should use the Harvard style in accordance with the School of Business and Economics guidelines. You do not need to include a reference list.

Answer any TWO essay questions from a choice of 4.
The maximum word length is 1,500 words per question.
ALL QUESTIONS CARRY EQUAL MARKS.

1. Illustrate your answer to this question with reference to an organisation (real or case study based) that you know well.

Imagine you are a recently appointed Chief Marketing Officer.

In this role you have determined that your organisation would benefit from producing strategic marketing plans based on a strategic marketing planning process.

Prepare a briefing paper for your colleagues on the board of directors in which you seek to outline, explain and illustrate the benefits of this decision.

(Total: 100 marks)

2. Illustrate your answer to parts a) and c) of this question with reference to an organisation/organisations (real or case study based) that you know well. Illustrate your answer to part b) with reference to one organisation you know well (real or case study based).

Answer the following questions in the context of strategic marketing planning:

- a) What purpose is served by portfolio analysis? (20 marks)
- b) For a named organisation you know well, how would you advise the senior management team to manage their marketing portfolio over the next 3 years? Explain your answer. (40 marks)
- c) The Boston Consulting Group portfolio matrix has proved popular with planners, but it has received criticism. Critically appraise how an alternative portfolio model for marketing planning overcomes this criticism? (40 marks)

(Total: 100 marks)

3. Illustrate your answer to both parts of this question with reference to an organisation/ organisations (real or case study based) that you know well.

“In the strategic marketing planning process, the marketing audit is the start point for strategic marketing decisions.” Discuss this statement in relation to the following steps a) and b) in the strategic marketing planning process:

- a) The process step which deals with target market decisions. (50 marks)
- b) The process step which deals with long range marketing mix decisions. (50 marks)

(Total: 100 marks)

4. Illustrate your answer to all parts of this question with reference to an organisation/ organisations (real or case study based) that you know well.

The adoption of a market orientation is hypothesised to be correlated positively with organisational performance. As the marketing specialist in an organisation, prepare a paper for your non-marketing colleagues in which you explain and argue the following:

- a) How adopting and implementing the organisational activities and behaviours associated with the market orientation concept could be beneficial to organisational performance. (40 marks)
- b) That integration at the interface of marketing and sales functions in an organisation can contribute to enhancing a company's market orientation. (40 marks)
- c) That adoption of a 'proactive market orientation' could be complementary to the adoption of what has been termed 'responsive market orientation'. (20 marks)

(Total: 100 marks)

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