

UNIVERSITI SAINS MALAYSIA  
Master of Business Administration

First Semester Examination  
Academic Session 1999/2000

September 1999

**AGW 618 - MARKETING MANAGEMENT**

Time: [3 hours]

---

**INSTRUCTIONS:**

Please ensure that this examination paper contain **THREE (3)** printed pages before you begin.

Answer **THREE (3)** questions only. Answer question **ONE (1) (COMPULSORY)** and any **TWO (2)** others.

---

Question 1 (COMPULSORY)

The pivotal role of marketing in business performance is demonstrated in the market-driven strategies of successful organizations competing in a wide array of product/services and market situations. The escalating importance of providing customer satisfaction, responding to diversity in the marketplace, developing really new products/services, and recognizing global competition challenges require effective marketing strategies for gaining and keeping a competitive edge. Becoming market-oriented is the key objective in many Malaysian companies. The driving force is the reality that the route to competitive advantage is delivering superior value to customers, which is what becoming market-oriented is all about.

Managing effectively in the constantly changing business environment has become a requirement for success. Developing and implementing dynamic business and marketing strategies that are adaptable to changing conditions are critical success factors. These challenges mandate that organizations develop the skills essential to anticipating and responding to the constantly changing needs of customers and markets.

Suppose that the Minister of Education with the approval of the Cabinet has decided to privatise all universities by January 1, 2000. All government funded universities will have to fund themselves and compete like any ordinary business organizations. You have recently been appointed the new Chief Executive Officer of University Sains Malaysia Berhad (USMB) and now thinking about how to make the university a market-driven organization. Discuss your course of action.

[50 Marks]

...2/-

**Choose and answer any 2 questions****Question 2**

**Try-Me Sdn. Bhd.** recently acquired a small-household-appliances company which manufactures toasters, portable mixers, can openers, electric knives, irons, toaster ovens and so forth. One of the decisions it now needs to make is in the area of promotion. The small-household-appliances industry traditionally has been characterized by a push strategy, with trade promotions representing the largest proportion of the promotional mix. However, Try-Me is considering a pull strategy as a dominant part of its promotional mix. Discuss whether Try-Me should use trade or consumer promotions to launch its newly acquired product line. Would you recommend a push or pull strategy? What specific promotions would you use, and why?

[25 Marks]

**Question 3**

An Accounting firm, **Cover Me Up Sdn. Bhd.** in Kuala Lumpur has grown from RM315,000 a year to over RM5 million since 1987 – an annual growth rate of 22 percent. Amazingly, the growth has been accomplished without mergers, acquisitions, or even a large marketing budget. The firm's managing partner, Samuel Muthusamy, admits that the firm's service is excellent but not particularly better than hundreds of competitors. What, then, is the secret of the success of this accounting firm? The firm uses a multidimensional marketing strategy that began with the drafting of a roadmap – a list of specific objectives that the firm wanted to achieve. The roadmap is a working tool that it used and reinforced daily to keep the goals visualized in the minds of the firm's partners and associates. In addition, Samuel believes that clients buy perception and end up with reality. Creating a positive perception requires constant attention and reinforcement. Suggest to Samuel, how he can differentiate its services from those of its competitors, keeping in mind that most accounting firms offer the same types of services.

[25 Marks]

**Question 4**

Many marketers now believe that teenagers are becoming “global consumers”. That is teenagers around the world are increasingly wearing the same clothes, drinking the same drinks, and listening to the same music. What has caused the global teenager phenomenon, which basically originated from the US? How might a Malaysian company target and reach this global teenager segment?. Choose a Malaysian product or services that has this kind of universal appeal in your discussion.

[25 Marks]

...3/-

Question 5

The Japanese entered the car market in the US by pursuing a quality strategy. Quality was a competitive weakness for the American car industry at that time, and the strategy proved very successful in securing a competitive advantage for the Japanese. Assuming that Proton using Lotus engines are planning to enter the US market for the very first time to compete with the Japanese in the U.S. market. How could Proton-Lotus cars use the value chain as an analytical tool to enhance its products' perceived value. On which of the five primary activities in the value chain do the Japanese compete best, and which of the five activities should Proton-Lotus focus?

[25 Marks]

---ooo000ooo---