



EXAMINER'S REPORT

AUGUST 2006

MANAGEMENT FOR MARKETERS Certificate in Marketing Skills

General Comments

As there was a small number of candidates taking the August examination any statistical analysis is meaningless therefore I will focus on the questions asked and the type of answer required. Readers will see a constant theme running through these comments. Students answered the theoretical aspects of the questions very well but had difficulty in applying the concepts. This is surprising considering the focus of the course is on the application of theory. I would emphasise for future students that they spend some time on the practical assignments to facilitate the answering of the 'part B' of the questions.

SECTION A

Coca- Cola Case Study

Generally the questions on the case were well answered. However I would ask that candidates confine their answers to the information contained in the case example. While Coca-Cola is probably the most well known brand in the world and everyone is familiar with the product the purpose of the examination is to see whether candidates can answer questions using information presented. For instance the question on organizational structure was easily answered from the case information but some candidates went outside the case and ended up making life difficult for themselves.

Students had a good grasp of the concept of competitive advantage and answered this question well. Some interesting mission statements were presented well grounded in the vision given in the case. The question on quality was not so well answered even though the case contained a lot of information on quality. Students didn't have a good grasp of the concept and so had difficulty applying the concept to the question posed.

SECTION B

Question 1

This question required students to write a brief note on the functions that managers carry out in an organisation. This was a very basic question and I would have expected good answers. Overall students could discuss planning, leading, organizing, and controlling at the level required. The difficulty for students was in applying the functions to their own experience. This was a surprise given the focus of the course is on the application of the concepts and not on the theory.

Question 2

The question asked students to describe the business planning process an organisation can use when setting out its future strategy. The process used is as follows;

1. Determining the Organisation's mission and goals (Define the business)
 - (a) Define the business:
 - (b) **ESTABLISHING MAJOR GOALS AND OBJECTIVES:**
2. Strategy formulation (Analyse current situation and develop strategies)
3. Strategy Implementation (Allocate resources and responsibilities to achieve strategies)

The second part of the question asked candidates to design some SMART objectives. These are discussed in chapter 1 of the manual and are as follows;

S	Specific	Objectives should be clear and deal with one issue.
M	Measurable	It must be possible to measure the achievement of the objectives in either quality or quantity terms
A	Achievable	Objectives must be achievable and realistic
R	Relevant	They must be relevant to the overall purpose of the organisation
T	Timed	A time by which the objective must be attained should be stated, otherwise control is impossible.

Students should revise this aspect for future reference as once again the application of the concepts was poor in comparison to the discussion on the theory.

Question 3

Candidates were asked to discuss the different types of conflict they may come across in a work situation. Conflicts in organisations can be simply categorised into two primary types; people-focused conflicts or issue-focused conflicts. Four sources of interpersonal conflict are proposed in the manual. These are personal differences, informational deficiencies, role incompatibility, and environmental stress. Issue-focused conflict is the 'productive' type of conflict. Thompson (2001) defined issue-focused conflict as "an interpersonal decision-making process by which two or more people agree how to allocate scarce resources." Again the difficulty was with the application of the theory. Since the assignments in each section ask for practical applications this suggests that students are not completing assignments and are concentrating solely on the theoretical aspects.

Question 4

This question asked what is the difference between being a leader and being a manager. A leader can be a manager, but a manager is not necessarily a leader. The leader of the work group may emerge informally as the choice of the group. If a manager is able to influence people to achieve the goals of the organisation, without using his or her formal authority to do so, then the manager is demonstrating leadership. Leading is a major part of a manager's job. Yet a manager must also plan, organise, and control. Generally speaking, leadership deals with the interpersonal aspects of a manager's job, whereas planning, organizing, and controlling deal with the administrative aspects. Leadership deals with change, inspiration, motivation, and influence. Management deals more with carrying out the organisation's goals and maintaining equilibrium. The key point in differentiating between leadership and management is the idea that employees willingly follow leaders because they want to, not because they have to. Leaders may not possess the formal power to reward or sanction performance. However, employees give the leader power by complying with what he or she requests. On the other hand, managers may have to rely on formal authority to get employees to accomplish goals. The final part asked candidates to outline some characteristics of a manager they had worked for and the style of management that was most effective in their opinion.