



EXAMINER'S REPORT

AUGUST 2002

INTERNATIONAL MARKETING MANAGEMENT & STRATEGY

Question 1

Everyone who attempted this question reproduced the matrix. Few candidates were able to apply the theory to international marketing as set out in Sections 4.4.1 of the essential text and fewer were able to adapt the model in the way that Harold & Kiefer had done in Section 4.4.2. Candidates should understand that the strategy is an important part of the International Marketing syllabus and that the various matrices are an important part of strategy. For this reason, candidates should expect the matrices to come up fairly regularly in examinations and should prepare adequately from them.

Question 2

The answers received to this question were, generally speaking, disappointing. While the topic of Global Marketing is not very well covered in the old edition of the essential text, it should really not have been difficult for Students to extrapolate the material available in the textbook into the global context. Also, the topic is dealt within the Marketing Institute reading on Global Marketing Management. The new edition of the essential text raises many of the global marketing issues (see page 662 in the index to the new edition). This is a topic which is receiving increased attention from theorists and practitioners alike and students should expect it to arise frequently in examinations in the future.

Question 3

Most candidates who attempted this question achieved a pass mark. However, it must be said that the majority of answers dealt with every conceivable aspect of distribution except the management of relationships. Section 7.3.8 of the essential text touches on relationship aspects, albeit in a cursory manner but the topic is not dealt with to a major extent in the textbook. For this reason the Examiner was disposed to be reasonable in awarding marks to those who attempted the question. It should be noted that Section 3.6 of the reading on Global Marketing covers most of the issues involved in developing relationships within distribution channels.

Question 4

This question was well answered by all those who attempted it. Students should note that joint ventures, mergers and acquisitions are beginning to become very prevalent in the field of International Marketing and the theory and concept related to them are worth study for the future.

Question 5

It has long been recognized that SMEs have considerable problems getting established and being able to compete successfully in overseas markets. It was always considered that size and lack of resources were the main contributing factors to the problems for SMEs. However, the difficulty of having to innovate on a continuous basis in a climate of continuous change has recently been identified as a further important issue for small firms. Most candidates who tackled this question did well even though most failed to mention the latter fact. What cost most candidates a lot of marks was the failure to tackle the second part of the question on how internal shortfalls might be rectified.

Question 6

This topic is tackled in Exhibit 10.1 of the essential text and, by and large, was extremely well answered by candidates.

Question 7

Most candidates who attempted this question achieved at least a pass mark. However, many candidates obviously relied very heavily on their experience of using the Internet and on general knowledge. Students might like to note that the fourth edition of the essential text has quite a lot of specific material related to E-Business and there is a Marketing Institute reading for International Marketing Students devoted entirely to the topic. In future examinations a much higher standard of knowledge of E-Business will be expected than has been shown in the August 2002 examinations and questions will be based specifically on the essential text and the reading.

Question 8

This question served its purpose by bringing candidates with otherwise weak marks through the pass barrier.

For reference, the pages in the essential text which refer to each of the topics in the question are given below.

1. Factoring **398**
2. Sight documents **400**
3. Keiretsu **223**
4. Mittlestand companies **219**
5. The phasing continuity mix **327**
6. Globalization drivers (MII Reading on Global Marketing Management)