



Graduateship in Marketing - Stage 4

MARKETING PLANNING AND MANAGEMENT

THURSDAY, MAY 8, 2003. TIME: 9.30 am - 12.30 pm

Please attempt **FOUR** questions. Question 1 in Section A and **THREE** questions from Section B.

(If more than the specified number of questions are attempted, delete those you do not wish to have marked. Otherwise the Examiner will mark **QUESTION 1** and the next **THREE** questions in your Answer Book).

SECTION A carries 40% of the marks.

SECTION B carries 60% of the marks.

Do **NOT** repeat question in answer, but show clearly the number of the question attempted on the appropriate page of the Answer Book.

(Note: Marks are awarded for the relevant use of contemporary Irish and international examples of marketing practice)

SECTION A (40%)

1. **Case: Marketing and Growth Strategies – a Software Case**

- (a) Assess the effectiveness of Qumas's primary sales strategy and critically examine the opportunities and limitations of their adopted approach.
- (b) Evaluate the pharmaceutical industry as a target market for Qumas, commenting on the special challenges this industry sector presents as buyers of Qumas technology.
- (c) Recommend and justify a growth strategy for Qumas.

SECTION B (60%)

2. Analyse the value and limitations of product portfolio analysis techniques in managing multiproduct companies.

P.T.O.

3. Outline the key stages in conducting a marketing plan and comment briefly on its relationship and contribution to other planning functions.
4. How can a company create and sustain competitive advantage?
5. Ryanair has seen its business grow at a dramatic rate despite offering very limited customer service. Suggest reasons for Ryanair's success and discuss conditions under which the 'no frills' strategy could successfully be applied to other businesses.
6. 'As the range of communication channels increases and markets become more fragmented, it is becoming increasingly difficult for marketers to build brand awareness and communicate with their target audience.'
Discuss this statement and suggest a strategy for optimising a marketer's use of the communications mix.