



# MANICALAND STATE UNIVERSITY OF APPLIED SCIENCES

## FACULTY OF AGRIBUSINESS AND COMMERCE

DEPARTMENT: BUSINESS MANAGEMENT

MODULE: STRATEGIC MARKETING MANAGEMENT

CODE: MARK 211

SESSIONAL EXAMINATIONS

MARCH 2022

DURATION: 3 HOURS

EXAMINER: MR F. MAKUDZA

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### INSTRUCTIONS

1. Answer *All* questions in Section A
2. Answer *any three* questions in Section B.
3. Start a new question on a fresh page
4. Total marks 100
5. Credit will be given for appropriate use of examples

*Additional material(s): None.*

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## SECTION A: COMPULSORY

*(Answer all questions in this section. Section A carries 40 marks)*

### CASE STUDY

KC Funeral Services is a Chitungwiza based funeral assurance services company. It was incepted some years ago and has gone through managerial changes. Beginning of the year 2020, Munyaradzi, a new Sales Manager was hired. He was head hunted from Moonlight Funeral Services Assurances following making massive sales there. Therefore, no interviews were conducted, he was just appointed. By the time he joined the company, sales were steadily increasing and the company was gaining considerable market share regardless of the Covid-19 pandemic.

Munyaradzi changed the structure of the sales team. He argued that the company was lacking adequate monitoring and tight control of the sales force activities. Therefore, he assigned a Sales Supervisor to monitor a group of five sales people. Munyaradzi even revised sales territories that sales people were more accustomed to, arguing that they were no longer productive in those territories due to complacency.

The compensation strategy was also changed. Munyaradzi opined that the sales force was being overly rewarded at the expense of the organisation. Therefore, to minimise the wage bill, the compensation method was changed from base plus salary to 2.5% commission only.

Due to the toughness of Munyaradzi's leadership, morale among sales force begun to grow dim and motivation to sell was eroded. Sales begun to fall and market

share started to shrink.

**Required;**

a. In relation to the case study, demonstrate your understanding of the following terms:

i) Sales territory (3 Marks)

ii) Sales force compensation (3 Marks)

iii) Sales force motivation (3 Marks)

b. Using the two-factor theory by Herzberg, discuss the likely effect of Munyaradzi's tight supervision and control on sales force motivation.

(4 Marks)

c. Debate on the relevance of head-hunting Munyaradzi without a proper job interview for the position of a sales manager.

(6 Marks)

d. Munyaradzi's justification for sales territory revision was that the sales people "*were no longer productive in those territories due to complacency*". Validate his notion.

(7 Marks)

e. Propose and justify to the board of directors a better compensation package that would incentivise the sales force.

(14 Marks)

**[Total 40 Marks]**

## SECTION B

*(Answer any 3 questions from this section. Each question carries 20 marks)*

### Question 2

- a. Suggest possible sales force time management strategies which enhance the efficiency of the sales team. (8 Marks)
- b. Discuss the factors to consider when allocating sales people to sales territories. (12 Marks)

**[Total Marks 20]**

### Question 3

In a meeting, a junior sales person is worried about why the company was wasting resources in after sales services. The junior sales person argues that what is only important is to close a sale. Your director looks at you, as the sales manager, and asks for your opinion. Relate your response. **[20 Marks]**

### Question 4

With the aid of real life and practical examples, discuss the marketing warfare strategies that may be employed by market leaders to protect their market territories. **[20 Marks]**

**Question 5**

ABC Ltd is a restaurant with branches in Mutare and Harare. Apparently, the target market for the company is characterised by severe competition from other big and well-established restaurants. Advise the company on how they can apply the blue ocean strategy, by Kim and Mauborgne (2005), to render competition irrelevant.

**[20 Marks]**

**Question 6**

XYZ is a supermarket for household groceries based in Mutare. During the Covid-19 pandemic, the greater part of sales were lost as business was shut owing to lockdowns and other government measures to curb the spread of the virus. Mr Jakazira, a senior member of the company, argues that Covid-19 should end first for the company to prosper. However, a recent marketing graduate in the company provided statistics which indicated that some competitors in the same industry recorded massive business performance regardless of the Covid-19 effect.

a. Debate Mr Jakazira's notion on market performance. (8 Marks)

b. Advise the company on market growth strategies that they can implement to augment their market performance without the need to eliminate Covid-19.

(12 Marks)

**[Total Marks 20]**

**END OF EXAMINATION**