

Ollscoil na hÉireann, Gaillimh
National University of Ireland, Galway.

SEMESTER 2 EXAMINATION, 2004/2005

Exam Code(s): **1AB1**
Exam(s): **Masters of Business Studies Degree**

Mode Code(s): **MK 501**
Module(s): **STRATEGIC MARKETING**

Paper No.: **1.**
Repeat Paper: _____ Special Paper: _____

External Examiner(s): **Professor Roger Mason**
Internal Examiner(s): **Dr. Aidan Daly**
Mr. Declan Fleming

Instructions: Please answer **three** questions in total – **two** from **Section A** and **one** from **Section B**.
Please use additional information from your course including articles and cases to support your answers.
All questions carry equal marks.

Duration: **Two hours.**
No. of Answer Books: **1**

Requirements:
Handout
MCQ
Statistical Tables
Graph Paper
Log Graph Paper
Other Material

No. of Pages: **Two including cover page.**
Department(s): **Marketing**

STRATEGIC MARKETING [MK 501] PAPER 1

SECTION A

[Please answer **two** questions from this Section]

1. What is the objective of external analysis? How would you distinguish between an effective and an ineffective external analysis? What would you say would be the most useful way to conduct an external analysis? Why?
2. Discuss the concept and creation of a sustainable competitive advantage (SCA) as the key to successful strategy. Contrast strategic vision and strategic opportunism as two approaches to the development of successful strategies and sustainable competitive advantage.
3. Discuss the strategic options of Value, Focus, and Innovation as ways to develop business strategy.
4. What value does strategic positioning play in developing a firm's marketing strategy?
5. Identify and describe the six phases of hostility? How can you reduce the chances that hostility will hit your market? How do you compete in a hostile market?

SECTION B

[Please answer **one** question from this Section]

6. "Brilliant Marketing is 5% conceptual and 95% day-to-day execution". (Tom Peters). Discuss this statement in the context of strategy implementation.
7. "The ability to co-operate, and in particular to manage co-operative arrangements will become one of the core competencies which companies must possess in order to ensure their survival and future success". (Buchel et al). What is your view? Justify your position fully.