



COLLEGE OF BUSINESS, PEACE, LEADERSHIP AND GOVERNANCE

NMKT 501: MARKETING MANAGEMENT

END OF SECOND SEMESTER EXAMINATIONS

NOVEMBER 2022

LECTURER: Dr Farai Chigora

TIME: 3 Hours

INSTRUCTIONS

You are required to answer questions as instructed

Section A is compulsory and choose any **two** questions in Section B

Start **each** question on a new page in your answer booklet

Credit will be awarded for logical, systematic and neat presentations

Case Study

Read the following case study and answer the questions below

How Google Manages Continuous Innovation in a Rapidly Changing World

Most companies face significant challenges in terms of innovation. The products and services that generate current income must be continually replaced by new and improved offerings to customers. The advantage that many companies have in terms of skilled labor and a strong market position is about to disappear as other nations, after radically increased investments in education and research, are emerging not only as efficient goods producers but also as new centers of knowledge and innovation.

We know with a high degree of certainty that the primary reason why large and previously enviable companies lose steam and finally cease to exist is that they are not able to keep pace with the rapid development that is now largely exponential rather than linear. To significantly strengthen the capacity for innovation, it is necessary to consider the increased reliance on employees' creative abilities and be prepared to challenge conventional management and organizational models.

How Google manages innovation

Google has challenged conventional management thinking and may well be the present-day counterpart to General Motors in the 1920s and Toyota in the 1980s with regard to management innovation. In 2012, only fourteen years after its establishment, Google had already been distinguished as one of the world's most valuable brands for five years running, according to Brand Finance Global 500. The same year, Google reported sales of 50 billion dollars and almost 11 billion dollars in gross profits. Today, Google is considered one of the world's most innovative companies.

Google: An inside view

In 2010 I got a unique chance to observe *from the inside* how Google works and how its management model in various ways supports innovative energy at the company. From an external perspective, the company seemed to have successfully combined two arguably rather different competencies: engineering skill in computer science and scientifically based expertise regarding human capital. The conclusion was that Google has built an *unorthodox management model that is based on six management principles*.

- *Dynamic capabilities*. The company's ability to integrate, develop, and reconfigure internal and external competencies in order to meet rapidly changing surroundings.
- *A continuously changing organization*. If you delay taking action until problems arise, you will act too late. The organization should be permeated with a proactive approach to change.
- *A people-centric approach*. The company is people-centric, focusing on the individual and liberating his or her innovative power. This principle is based on a belief that

people want to be creative and that a company must provide them with a setting in which they can express their creativity.

- *An ambidextrous organization.* Continuous innovation must combine two different forms of organizational logic within the same organization. These are *daily production*, which works best with a conventional planning-and-control approach, and *innovation*, which requires greater freedom, flexibility, and a more open attitude toward experimentation.
- *An open organization that networks with its surroundings.* A company can be more or less open to integration with its surroundings. Continuously innovative companies have permeable limits and have a constant and conscious exchange of information with their surroundings.
- *A systems approach* to work differs from the conventional linear way of working. A systems approach requires a holistic view and understanding of the whole corporate system (that is, the organization) and how the different components in the system influence each other

Section A (Compulsory)

Questions 1

Provide a report on the contemporary marketing practices that have been applied by Google as informed in the case study above. [50]

Section B (Choose any two questions)

Questions 2

Discuss any **four** marketing strategies that can be applied by a business also relating to the case study above.

[25]

Questions 3

Discuss any **four** pricing strategies that can be applied by a business operating in a volatile environment. [25]

Questions 4

Provide a detailed report on a customer value satisfaction model that can be applied by any business of your choice. [25]

Questions 5

Discuss any **four** marketing communication strategies that can be applied in a business of your choice. **[25]**

END OF EXAMINATION