

CIMG Programme Pathway 2 Professional Advanced Certificate in Marketing

Management in Practice (PAC 202)

DECEMBER 2023

DURATION: 3 HOURS

The examination comprises of two parts:

Part A - a compulsory case study, worth 40 marks

Part B - answer any three questions, worth 60 marks in total

PART A

CASE STUDY - COMPULSORY

MTN GHANA

MTN Ghana is the leading telecommunication operator in Ghana being part of the global telecommunication group which operates in 21 Africa, Asia, and the Middle East. It is noted for dominating the market just like its doing in Ghana. It was known as Scancom PLC which was later changed to MTN Ghana.

MTN Ghana is one of the Private Limited companies dominating the telecommunication industry. The company is also registered on the Ghanaian stock exchange market. MTN added 3.3 million subscribers to its customer base and invested GHS2.1 billion in total Capex to support the modernization of infrastructure, improve IT systems and expand network capacity and coverage across the nation.

MTN Ghana has a rich product portfolio which includes Internet and data connectivity, Fiber broadband, Fixed communication, Mobility, Value added services, Cloud and IoT solutions, Mobile money services, Mobile phones, financial support and advice, and Insurance.

The main competitors of MTN Ghana include Vodafone Ghana, AirtelTigo and Globacom

The corporate brand contribution

MTN Ghana has a strong brand which makes it very easy to promote initiatives and new products. MTN Ghana was able to sell its shares quickly with people will calling for it considering how strong MTN Ghana's brand is. The brand has been able to attract a lot of associates and partners which gives MTN Ghana a competitive advantage in the industry.

Addressing Stakeholders Concerns

MTN Ghana is very proactive and swift when it comes to responding to stakeholder concerns. For instance, when one of MTN Ghana's popular data bundle services was withdrawn and

the company received a lot of backlashes, MTN Ghana came up with a communique and the PR made sure they provided adequate information to address stakeholder concerns.

MTN Ghana is noted for being committed to a culture of openness and integrity in conducting its business. This culture gives the employee and directors a flexible environment to exhibit their knowledge take risks and provide innovative ideas for the company.

MTN Ghana has an ambition labelled 2025 ambition strategic intent where the company wants to lead digital solutions in Africa and be the enabler choice in Africa where all communication and ICT demand will be directed to.

In making this a reality MTN Ghana continues to vigorously champion its position through the rollout of 4.5G, intensifying its mobile money service, and introducing the Ayoba app which is all digitized to enhance customer value.

The achievement of this success of MTN Ghana is attributed to the current culture and this fit perfectly with the current strategic intent and strategy. The flexibility and openness culture adopted by MTN Ghana has promoted innovation and employee confidence for they are encouraged to take up risk and new challenges which will help the company lead digital solutions in the country. The creative environment created by the culture of MTN Ghana is a step in the right direction which has effective implementation of the strategies intended to make the company the digital hub in the industry.

QUESTION ONE - COMPULSORY

- a. Outline a marketing plan for MTN GHANA to successfully implement their strategic intent to lead digital solutions in the country. The plan should cover a twelve-month period from December 2023. **(30 marks)**
- b. Outline the challenges that MTN GHANA will face in their attempt to implement their marketing plan. **(10 marks)**

PART B

ANSWER ANY THREE (3) QUESTIONS FROM THIS SECTION

QUESTION TWO

As part of your responsibilities, you have been asked to make recommendation for the development of a team to see to the implementation of marketing plan of MTN GHANA

- a) Identify and explain the **FOUR (4)** stages of team development. **(12 marks)**
- b) Identify any **FOUR (4)** benefits of using teams to execute projects. **(8 marks)**

QUESTION THREE

As a manager there is the need to manage risk during project implementation

- a) Discuss the process that you will go through in the management of risk. **(11 marks)**
- b) Outline any three ways by which you can mitigate risk. **(9 marks)**

QUESTION FOUR

To implement organizational culture employees need to be motivated.

- a) Using any motivational theory explain how employees will be made to accept the new culture that MTN Ghana wants to implement. **(14 marks)**
- b) State any three limitations of the selected theory. **(6 marks)**

QUESTION FIVE

Identify and explain the **FOUR (4)** key roles that managers play in an organization.
(20 marks)

QUESTION SIX

You have been tasked to undertake internal culture as a project.

- a) Discuss the stages of project management that you will apply. **(15 marks)**
- b) Identify any **FIVE (5)** project stakeholders that are you need to deal with to achieve success. **(5 marks)**