

# CIMG Programme Pathway 2 Professional Advanced Certificate in Marketing

**Management in Practice (PAC 202)**

**JUNE 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**

#### **INTERCITY STC**

Intercity STC is a government enterprise structure to generate revenue to make profits, with administrative control by Ministry of Transport and State Interest and Governance Authority (SIGA), formerly State Enterprises Commission (SEC). Intercity STC by size is large with 32 stations and 1000 workers in various departments. The products and services are passenger transports services, parcels and packages courier services, STC engineering Valuation services and Intercity STC driving school structured to provide professional driving lessons to drivers of companies and private persons. STC Park and ride services is where passengers park their cars to travel and back, engineering consultancy services, bulk haulage services and non-availability, a transportation services for employees transferred to work in different town or area.

Customer base and competitors – the customer base of Intercity STC small-scale traders, local and foreign tourists, campaigners of political parties, churches and religious institutions, Companies with large fleet of cars are customers, DVLA included as they direct vehicle owners to do engineering testing at Intercity STC before registration. In the arena of competition, passenger transport companies are Jouen VIP, O & A Transport, Metro Mass Transit and Ghana Private Road Transport Union, an amalgamation of taxis and commercial buses for individuals. Over 100 driving schools, courier companies compete with Intercity STC in light parcels and packages markets.

**Stakeholders:** key internal stakeholders to customer satisfaction and customer loyalty at Intercity are drivers, bus stewards, ticket staff, baggage and luggage checks and weighing staff, they directly interact with customers, not leaving out managers who make decisions related to satisfaction and loyalty. External stakeholders who are key to customer satisfaction and customer loyalty are Ministry of Transport, they helped Intercity STC acquire 50 air condition buses fitted with Wifi, chargeable plugs for mobile phones, laptop computers and tablets: air condition minibuses. The media, DVLA, Social Security & National Insurance Trust has 80% equity –in Intercity STC and government have 20% stakes managed by Ministry of Transport with financing support from Ministry of Finance

#### **Industry Overview**

1. Forecast market growth likely to continue at the rate of 8% per annum.
2. Forecast of increased competition after 2022 with firms seeking to establish 'European' brands, and standard bus terminals and routes.

3. Significant cost involved in meeting Ghanaian standards in transport delivery particularly for firms operating older fleets.
4. Continuing trend to 'comfort' and 'natural air' in the buses and coaches and safe arrivals
5. Increased dominance of VIP buses and other stations opened for long journey haulages such as Jouen, Sunghaba and O A Transport

Faced with such developments, Intercity STC is developing a strategy to see it to the end of this decade aimed at preserving its independence and increasing both its profitability and sales.

**Note**

1. Intercity STC can be located in any country of your own selection.
2. All questions are based on the case study.

**Question 1**

You have been appointed to a new position of Marketing Assistant of Intercity STC

Write a report to marketing manager that covers the following areas:

- a. Perform SWOT Analysis of Intercity STC in the light of the forecast trends and development **(10 marks)**
- b. Recommend three (3) growth strategies that could help the company to increase its market share **(10 marks)**
- c. Identify four (4) major key success factors (KSFs') of the transport industry that management of Intercity STC should take note of their strategy formulation. **(20 marks)**

## **PART B – ANSWER THREE (3) QUESTIONS ONLY**

### **Question 2**

- a) The organizational structure for Intercity STC needs to be changed. Identify any two types of organizational structures and recommend the one that the company can use for their success? **(10 Marks)**
- b) Identify and explain any three (3) characteristics of an ideal manager for Intercity STC. **(10 Marks)**

### **Question 3**

- a) What is the difference between a mission and a vision in strategic management? **(10 marks)**
- b) Advise management on any **five (5)** characteristics that can be considered when developing a good mission **(5 marks)**
- c) Suggest a good mission and vision statements for Intercity STC **(5 Marks)**

### **Question 4**

As part of your roles as the consultant

- a) You are to establish a team that will work towards the success of the plan use the Belbin's team role model to develop the team. **(15 marks)**
- b) Identify any **five (5)** barriers to having an effective team **(5 marks)**

### **Question 5**

Intercity STC is expanding quickly and moving from a two-site operation (Achimota and Circle) to multiple site locations in Accra.

- a. Describe the management of changes issues that management must consider. **(10 marks)**
- b. Make recommendation concerning the action that management should consider, using relevant management theory. **(10 marks)**

## Question 6

Senior management has decided that there should be a formal opening event for the new centre.

- a. Recommend a suitable programme for the opening event, taking account of the objectives of the organisation. **(10 marks)**
  
- b. Illustrate how a project management framework could be used to ensure a trouble-free event. **(10 marks)**