CIMG

WORKING FOR GHANA

SENIOR EXAMINER'S REPORT

FOR STUDENTS AND TUTORS OF CIMG

MODULE NAME: STRATEGIC MARKETING MANAGEMENT

AWARD NAME: PROFESSIONAL POSTGRADUATE DIPLOMA IN MARKETING

DATE: DECEMBER 2021

1.0 OVERVIEW OF THE PAPER

Overall pass rate can be described as fairly good because scores range between 55%-84%. Performance on the case study has been average because candidates gained an average score of (22.3 or 55.8%) and 7 out of the 12 candidates presented have obtained about 58.3%. Again, looking at performance across Section B, all 12 candidates have at least obtained above 50% pass in questions attempted. Performance generally can be considered as fairly good.

Possible principles that could differentiate a high performing candidate from a low one could vary.
-Difficulty in understanding questions asked
-Using wrong models to respond to set questions
-Possibility of not being familiar with the principles, concepts and models or frameworks to employ in responding to set questions
-Candidates' inability to read enough
-Non application of required answer formats
-Candidates not having had enough grip on how to respond to professional examination questions, for example using essays to respond to case study analysis

Pillars of the Subject and the Paper
-Market-led strategic planning and Change
-Strategic Analyses- (Firm internal, industry and macro environmental analyses
-Basis of evaluating the resources, assets capabilities and competencies of the internal situation of the firm, VRIO model, Innovation Audit and other Auditing Tools-Financial ratios, Value Chain, McKinsey's 7S framework etc
-SWOT Analysis
-Planning: Crafting the Strategic Intent of the firm and factors relevant to influencing the firm's strategic direction, Balanced Scorecard,
-Creating strategic advantage and factors to consider
-Developing a specific competitive position-the strategic alignment process
-Strategic implementation and Control
-Case Study based on the above.

Overall pillars of the Paper
-Case study-situational analysis---only strengths and weaknesses
-Using the VRIO to determine the possibility of the focal firm to gain competitive advantage
-Meaning and implications of market-led strategic change
-Strategic alliances as an organizational asset/marketing asset to redirect a firm's strategic intent and performance
-The Balanced Scorecard as a company performance measurement model and for objective setting
-Defining the strategic intent for the focal firm and the factors likely to influence its redirection
-The innovation audit –using company attitudinal survey to measure the organizational climate to support innovation

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This will guide the user to understand the rationale behind the range of questions selected by the Examiner.

2.0 PERFORMANCE OBSERVATIONS
[General Strengths and Weaknesses of Candidates]

- Strengths:
- Most candidates responded well to questions 1 and 4 from Section B
- Most students were aware of the appropriate format to use in response

Weaknesses
-Most of the candidates did not tailor the case analysis to the context of the case
-Most of the candidates demonstrated lack of awareness of the VRIO model for assessing the resources and capabilities of the firm to gain competitive advantage
-Only one candidate responded to question 3 in Section B-the Balanced Scorecard
-Some of the candidates could not determine the appropriate requirements for the questions asked
-Only 3 out of the 12 candidates responded to question 5 demonstrating their unawareness or lack of understanding of the Innovation audit and its relevance to a firm's internal environmental analysis
-Most of the candidates do not know or have not been trained as to how to answer questions professionally. Most of them stuck to answering questions in the purely academic mode.

2.0 QUESTIONS PERFORMANCE

Average Score	22.3	14.6	13	17.1	14.7	
Highest Score	32	17	13	18	17	
Lowest Score	12	12	13	15	10	

3.0 STRENGTHS AND WEAKNESS BY QUESTION GENERAL REMARKS
[Which questions was popular and attempted by candidates? Show of Behavioural, Technical and Core Job competencies]

- As stated above question 4 Section B was the most popular
- Section A questions were compulsory yet only 7 out of the 12 candidates responded to both A and B. 5 of the candidates did not attempt question B at all

QUESTION 1A

- It was difficult for most of the candidates to relate knowledge gained in the concepts, principles and models to practice. It could be seen that most of them lack the ability to apply taught skills to the context of the case. In addition, students did not show appropriate demonstration of solutions at this level- where they could proffer the right solutions to key problems facing the focal firm.

QUESTION 1B

- Lack of the necessary technical skills was exhibited, not to talk about core competences and behavioural. Only 3 out of the 12 candidates demonstrated some level of the above metrics in their answers to question b under Section A

QUESTION 1C

QUESTION 2

- 6 out of the 12 candidates (50%) demonstrated the technical skills, core competences and behavioural skills in responding to the above question. At Pathway 5, this average performance should not be applauded

QUESTION 3

- This question seemed very unpopular to candidates since only 1 student attempted it; the performance was not very encouraging. This is an indication that they did not get exposed to this very important model. A knowledge of this model would have increased the technical skills of students in application for setting new objectives and assessing the performance of a firm. No competences have been gained for decision making.

QUESTION 4

- Most popular question among all 12 candidates where there was the adequate demonstration of the skills in responding to the question. Students showed their level of understanding of strategic alliances and went on to exhibit its relevance to changing the strategic direction of the firm in context and suggested ways this firm could employ this tool to create customer value and to gain competitive advantage.

QUESTION 5

- Only 3 out of the 12 candidates attempted the above question and the average
- mark is fair.
- There is the indication that students do not appreciate the value of the Innovation audit in a firm's readiness to embrace change, more so when we are grappling with the 'new-normal' business environment. It could also suggest that candidates have not been exposed to this concept and the frameworks to use in auditing a firm's state of innovation. Therefore, not enough technical skills have been demonstrated to understand the critical importance of this concept for firms to create change and build resilience in this volatile business environment.

QUESTION 6

1.0 RECOMMENDATIONS

- More work to be done on building the knowledge base of candidates to enhance their understanding of the requirements of questions asked
- Build core competences to enable students to know the appropriate concepts and models to employ within the right context
- Students to move away from academic approaches to responding to examination questions to adopting professional and practice-based approaches
- Students at this level need to be very evaluative, critical in synthesis in order to show the level of competency required to respond to addressing strategic marketing problems and exploiting identified opportunities

Senior Examiner: __Solomon Gladstone Kutu-Adu
(PhD)_____Date_8th FEBRUARY 2022 _____
PRINT NAME