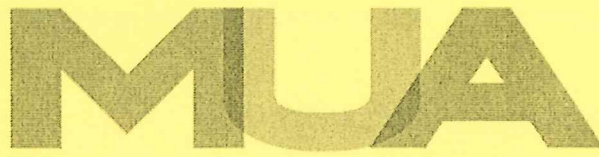


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POSTGRADUATE UNIVERSITY EXAMINATIONS  
SCHOOL OF MANAGEMENT AND LEADERSHIP  
DEGREE OF MASTER OF BUSINESS ADMINISTRATION/  
MASTER OF MANAGEMENT AND LEADERSHIP

MBA 502/MKT 508 :      **MARKETING MANAGEMENT**

DATE:                              21<sup>ST</sup> JULY 2022

**DURATION: 3 HOURS**

**MAXIMUM MARKS: 60**

**INSTRUCTIONS:**

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **FOUR** questions.
4. Question **ONE** is compulsory.
5. Answer any other **TWO** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **15 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

## QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

### *CASE OF EMIRATES AIRLINES*

Emirates Airlines understands the importance of teamwork in the delivery of service excellence and has been focusing on creating an *team spirit* among its cabin crew. This is made more difficult by the fact that many crew members are scattered around the world. The company answer is the "team concept." a Senior Manager Cabin Crew Performance, explained: "In order to effectively manage our 6,600 crew, we divide them into teams, small units, with a team leader in charge of about 13 people. We will roster them to fly together as much as we can. Flying together, as a unit, allows them to build up comoradership, and crew members feel like they are part of a team, not just a member. The team leader will get to know them well, their strengths and weaknesses, and will become their mentor and their counsel, and someone to whom they can turn if they need help or advice. The 'check trainers' oversee 12 or 13 teams and fly with them whenever possible, not only to inspect their performance, but also to help their team develop." "The interaction within each of the teams is very strong. As a result, when a team leader does a staff appraisal, they really know the staff. You would be amazed how meticulous and detailed each staff record is. So, in this way, we have good control, and through the control, we can ensure that the crew delivers the promise. They know that they're being constantly monitored and so they deliver. If there are problems, we will know about them and we can send them for re-training. Those who are good will be selected for promotion."

According to a Senior Manager Crew Performance, "What is good about the team concept is that despite the huge number of crew, people can relate to a team and have a sense of belonging. 'This is my team.' And they are put together for 1-2 years and they are fostered together for about 60-70 percent of the time, so they do fly together quite a fair bit . . . So especially for the new people, I think they find that they have less problems adjusting to the flying career, no matter what their background is. Because once you get familiar with the team, there is support and guidance on how to do things." The manager adds: "The individual, you see, is not a digit or a staff number, because if you don't have team-flying, you have 6,000 odd

people, it can be difficult for you to really know a particular person." The company also has a lot of seemingly unrelated activities in the cabin crew division. For example, there is a committee called the Performing Arts Circle made up of talented employees with an interest in the arts. During a recent bi-annual Cabin Crew Gala Dinner, members of the company raised over half a million dollars for charity. In addition to the "Performing Arts Circle," the company also has a gourmet circle, language circles (such as a German and French speaking group), and even sports circles (such as football and tennis teams). As mentioned by the president of the airline, "we believe that all these things really encourage comradeship and teamwork."

**Required:**

- (a) Why are employees important in marketing of services as used by this organisation? **(4 marks)**
- (b) Evaluate FOUR unique features of services which the organisation is offering **(8 Marks)**
- (c) Explain three reasons why customers are important in this service industry **(6marks)**
- (d) Discuss any four forms of research the organisation can conduct to improve its service provisions **(12marks)**

**QUESTION TWO**

- a. Compare Production philosophy with Product philosophy in marketing **(7marks)**
- b. Political and legal environments are key success factors in marketing firms. Examine the rationale for enacting legislations/regulations marketing firms **(8marks)**

**QUESTION THREE**

- a) Reference groups are important in consumer behaviour marketing. Evaluate how reference groups influence consumer buying behaviour **(6marks)**
- b) Examine four requirements for effective market segmentation **(9marks)**

**QUESTION FOUR**

- (a) Explain any four forms of price discrimination (8marks)
- (b) Examine pros and cons of advertising as a Promotion strategy (7marks)