

**SVKM's NMIMS**  
**NMIMS Global Access – School for Continuing Education**

Programme: DMM/PGDMM

June 2013 Examination  
Subject: Marketing Strategy

Semester: II  
Course     New  
Marks     70  
Time: 11.00 a.m. to 2.00 p.m.

Date: 24.06.2013

**Instructions:**

1. Answer to each new question to be started on a fresh page.
2. Figure in bracket indicates full marks.

Question (1) Attempt any 2 out of 3 (Marks 2X 5=10)

- a. Give the importance of a Vision Statement
- b. SWOT analysis (*short notes*)
- c. Types of competition in an Industry (*short notes*)

Question (2) Write short notes on any 2 out of 5 (Marks 2X5=10)

- a. 4A's of Marketing
- b. Focus Strategy
- c. Michel Porter's Five forces Model
- d. Industry Life Cycle Strategies
- e. Mc Kinsey's 7S Model

Question (3) Attempt any 3 out of 5 (Marks 3X10=30)

- a. What the various elements of strategy? How can a company use them for its advantage?
- b. What is strategic Mapping? Explain in detail with an example.
- c. What are the various Growth/ Expansion strategies which a company can follow?
- d. Explain the strategies followed by Market Leader and Challenger .
- e. Explain various pricing strategies. Enumerate with an example.

Question (4) Answer the Case Study Below: (Marks: 20)

ARM is the world's leading semiconductor intellectual property (IP) supplier. Intellectual property is that which originates in the mind such as ideas, literary works, music and designs. ARM's business model is not typical It does not own any factories but instead designs and licenses its technology to a network of partners who carry out the manufacturing. Over 900 licenses have been sold to more than 250 different partner companies. ARM adopts a route of innovation to transfer its technology into products customers want and need. Its technology supports three key types of chips: ARM invests around £140 million per year into its research programmes. As a knowledge-based research and development business, the majority of costs are associated with the company's high quality employees. ARM's R&D is predominantly market-orientated. It is influenced by feedback from hundreds of customers – and their customers – from different industries and with different needs. ARM employs a 'Push/Pull' model.

The challenges of a typical R&D process include:

- large costs – of people, time and equipment
- long timescales – for example in the pharmaceutical industry it can take as long as 10-20 years to complete full testing
- high risk – difficulties in anticipating changing market and consumer needs over the duration of R&D projects, which leads to uncertain outcomes.

ARM meets these challenges and reduces the potential risk of its projects by:

- working with lead partners to understand what is technically possible
- listening to what its customers and their customers are asking for
- Managing timescales by adjusting the team size and ensuring the right skills are in place in order to deliver on time.
- ARM has a continual challenge in recruiting skilled people. It has ongoing recruitment and offers internships each year to attract the best skills. It has employed around 400-500 people in the last year. ARM provides an exciting, collaborative and team-based environment.

1. Study the SWOT and PESTAL of the ARM (10 Marks)

2. If you were the manager of the company how would you protect the company from its Threats (10 Marks)

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2/2