PAN AFRICA CHRISTIAN UNIVERSITY

MASTERS OF ARTS IN LEADERSHIP

END OF SEMESTER EXAMINATION

DEPARTMENT
LEADERSHIP

COURSE CODE
MAL 604

COURSE TITLE

MISSION, MARKETING, AND QUALITY

EXAM DATE

TIME:

Duration

3 hours

INSTRUCTIONS

- Read all questions carefully before attempting.
- Answer question one which is compulsory in section A and any one question in section B (20 marks)

SECTION A (COMPULSORY)

QUESTION ONE

CASE STUDY

GreenGlow Organics, a medium-sized company producing organic skincare products, faced stagnating growth despite having a strong product line. In 2022, the company initiated a strategic planning process to redefine its long-term objectives and align its operations with changing market dynamics. A SWOT analysis revealed internal strengths—like product quality and loyal customer base, and external threats such as emerging competition and shifting consumer preferences toward sustainable packaging.

Through strategic planning, GreenGlow clarified its mission to "empower natural beauty through eco-conscious skincare." The company then revamped its marketing management process. It segmented the market by age, lifestyle, and environmental values, targeting millennials and Gen Z customers. GreenGlow adopted a digital marketing strategy, investing in influencer collaborations, SEO, and social media storytelling focused on sustainability.

The company also innovated its packaging to be 100% biodegradable and highlighted this change in its promotional messaging. Sales increased by 55% within a year, brand engagement tripled on social platforms, and GreenGlow successfully entered two new international markets. Strategic alignment between planning and marketing management propelled the brand into a new phase of sustainable growth.

Requirements

a) Explain how GreenGlow Organics used strategic planning to address its stagnating growth and align its operations with market changes [5 marks]
b) Discuss the marketing strategies GreenGlow Organics implemented and evaluate their effectiveness [5 marks].

SECTION B: ANSWER ONLY ONE QUESTION FROM THIS SECTION

Question Two

Critically analyze the key steps in market research, evaluating their strengths, limitations, and how they support strategic decision making in regulated financial institutions [10 marks]

Question Three

a] Discuss the concept of market segmentation in a consumer manufacturing industry and how it helps in developing effective marketing strategies [5 marks]

b] Analyze how in-depth understanding of consumer behavior shapes development of effective marketing strategies [5 marks]

Question Four

a] Explain the concept of post-purchase behavior in consumer decision-making and discuss three possible outcomes a consumer may experience after making a purchase. [5 marks].

b] Discuss the application and significance of the marketing mix elements in the creation of competitive advantage in a digital and global marketplace [5 marks]

END