



**FACULTY OF BUSINESS SCIENCES AND MANAGEMENT**

**DEPARTMENT OF MARKETING**

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**BACHELOR OF COMMERCE HONOURS DEGREE IN MARKETING**

**FINAL EXAMINATION**

**BUSINESS-TO-BUSINESS MARKETING (BMA 2104)**

**APRIL 2024**

**DURATION: 3 HOURS**

**INSTRUCTIONS**

1. Answer the question in **Section A** and any Three (3) questions in **Section B**.
2. Begin each question on a new page.
3. Specify your format of study (**Conventional, Block**) on the top right corner of the answer script cover.

**INFORMATION**

1. Each question carries **25 marks**.
2. Questions may be answered in any order.
3. Credit will be given for the use of appropriate examples.

## **SECTION A: COMPULSORY**

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### **Question 1**

#### **CASE STUDY : IT COULD HAVE BEEN BETTER!**

The head of one organization bumped into the head of another and told him “We were going to name you our supplier of the year.”

“Were?”

“You never returned my call when I called to tell you that. So, we had to name someone else.” At the time when Sam Walton said this to Procter & Gamble’s CEO John Smale, P&G did \$2 billion per year in business with Wal-Mart. Smale got the message and moved three people to Bentonville to provide Wal-Mart with better service. Not long thereafter the P&G/Wal-Mart system effectively eliminated all the people placing and receiving product orders. P&G was electronically linked into Wal-Mart’s systems so its systems knew when every individual product left Wal-Mart stores. It was able to ship replenishments to Wal-Mart’s distribution centres perfectly timed to go dock-to-dock from P&G’s trucks to the trucks going out to stores.

If there is nothing in the warehouse, warehouse turns are infinite. Now there is a whole city of Wal-Mart suppliers based in Bentonville, blurring the lines between organizations in Wal-Mart’s superior interdependent delivery system. Delivery requires a broad, loose matrix organization crossing geographies, functions, products and organizations. While you’ll still want one single point of accountability for each task, project, program or priority, the key to making this work is going to be a recognition of shared responsibilities. Matrix organizations succeed with people working together interdependently to deliver shared objectives. They collapse when people put their own personal or functional objectives ahead of the common good. Thus, the leader’s main role in an interdependent, matrix organization is to enrol people through the use of formal or informal team charters.

*(Source: HBR Context Reviews IJMS, 2011)*

**Required:**

Using the case study above, justify the essence of business-to-business marketing relationships in Zimbabwean markets.

[25 marks]

**SECTION B**

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**Answer any three (3) questions in this section**

**Question 2**

Discuss, in detail, the four primary determinants of industrial buyer behaviour as implied by Webster & Wind (1972).

[25 marks]

**Question 3**

The essence of information technology in industrial marketing can never be over-emphasized. Discuss this assertion with the use of appropriate examples. [25 marks]

**Question 4**

(i) Explain in detail, the three major buying situations (routines) that business-to-business marketers are exposed to with focus on various organizational contexts.

[15marks]

(ii) According to Gummesson (1995), modern marketing is primarily premised on relationship management. With the aid of appropriate examples, evaluate this statement in reference to R1, R2, R3, R4, and R13 business-to-business relationship contexts.

[10 marks]

**Question 5**

Demonstrate your appreciation of the organizational purchase decision making process using any high-value industrial product as an example.

[25 marks]

**Question 6**

Industrial markets are one thing, and consumer markets, just another. With the aid of relevant local examples, qualify this assertion. [25 marks]

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