

02 Strategic Planning in Contemporary Marketing

1. The planning process identifies objectives and determines the actions that are needed to attain those objectives.
  - a. True
  - b. False

*ANSWER:* True

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.12 - LO: 2-1

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Marketing Planning: The Basis for Strategy and Tactics

*KEYWORDS:* Bloom's: Knowledge

2. The planning process creates a blueprint that everyone in the organization must follow in order to achieve the organizational objectives.
  - a. True
  - b. False

*ANSWER:* True

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.12 - LO: 2-1

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Marketing Planning: The Basis for Strategy and Tactics

*KEYWORDS:* Bloom's: Knowledge

3. The planning process is an intermittent process held after substantial intervals.
  - a. True
  - b. False

*ANSWER:* False

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.12 - LO: 2-1

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Marketing Planning: The Basis for Strategy and Tactics

*KEYWORDS:* Bloom's: Knowledge

4. Marketing planning establishes the basis for a firm's overall strategic plan.

- a. True
- b. False

*ANSWER:* False

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.12 - LO: 2-1

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Marketing Planning: The Basis for Strategy and Tactics

*KEYWORDS:* Bloom's: Knowledge

5. Relationship-building goals and strategies are seldom included in the plans of business firms.

- a. True
- b. False

*ANSWER:* False

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.12 - LO: 2-1

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Marketing Planning: The Basis for Strategy and Tactics

*KEYWORDS:* Bloom's: Knowledge

6. Good relationships with customers can equip a firm with vital strategic weapons.

- a. True
- b. False

*ANSWER:* True

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.12 - LO: 2-1

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Marketing Planning: The Basis for Strategy and Tactics

*KEYWORDS:* Bloom's: Knowledge

7. Strategic planning has a minimal impact on a firm's destiny because it provides only short-term direction to the decision makers.

- a. True
- b. False

*ANSWER:* False

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.12 - LO: 2-1

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Marketing Planning: The Basis for Strategy and Tactics

*KEYWORDS:* Bloom's: Knowledge

8. Planning often is classified on the basis of its scope or breadth.

- a. True
- b. False

*ANSWER:* True

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.12 - LO: 2-1

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Marketing Planning: The Basis for Strategy and Tactics

*KEYWORDS:* Bloom's: Knowledge

9. Tactical plans typically determine an organization's primary strategic objectives and exclude short-term actions from their purview.

- a. True
- b. False

*ANSWER:* False

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.12 - LO: 2-1

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Marketing Planning: The Basis for Strategy and Tactics

*KEYWORDS:* Bloom's: Knowledge

## 02 Strategic Planning in Contemporary Marketing

10. Tactical planning usually involves the production of quarterly and semiannual plans, along with divisional budgets, policies, and procedures.

- a. True
- b. False

*ANSWER:* True

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.12 - LO: 2-1

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Marketing Planning: The Basis for Strategy and Tactics

*KEYWORDS:* Bloom's: Knowledge

11. Middle and supervisory-level managers spend less time as compared to CEOs on planning activities.

- a. True
- b. False

*ANSWER:* True

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.12 - LO: 2-1

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Marketing Planning: The Basis for Strategy and Tactics

*KEYWORDS:* Bloom's: Knowledge

12. The chief executive officer (CEO) and vice president of marketing spend a greater proportion of their time on operational planning than do managers at all other organizational levels.

- a. True
- b. False

*ANSWER:* False

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.12 - LO: 2-1

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Marketing Planning: The Basis for Strategy and Tactics

*KEYWORDS:* Bloom's: Knowledge

13. Operational planning that involves the creation and implementation of tactical plans for the departments within an organization is primarily the responsibility of top-level management.

- a. True
- b. False

*ANSWER:* False

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.13 - LO: 2-2

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Marketing Planning: The Basis for Strategy and Tactics

*KEYWORDS:* Bloom's: Knowledge

14. The advertising director, marketing research manager, and other middle-level managers have the primary responsibility of devising and implementing the strategic plan of the company.

- a. True
- b. False

*ANSWER:* False

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.13 - LO: 2-2

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Marketing Planning: The Basis for Strategy and Tactics

*KEYWORDS:* Bloom's: Knowledge

15. Employees at middle-management levels engage themselves in business unit budgets and divisional policies and procedures.

- a. True
- b. False

*ANSWER:* True

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.13 - LO: 2-2

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Marketing Planning: The Basis for Strategy and Tactics

*KEYWORDS:* Bloom's: Knowledge

16. To be most effective, the planning process should include input from a wide range of sources both internal and external to the organization.

- a. True
- b. False

*ANSWER:* True

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.13 - LO: 2-2

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Marketing Planning: The Basis for Strategy and Tactics

*KEYWORDS:* Bloom's: Knowledge

17. As the senior vice-president of marketing, Naomi will be closely involved in her firm's strategic planning.

- a. True
- b. False

*ANSWER:* True

*POINTS:* 1

*DIFFICULTY:* Difficulty: Challenging

*LEARNING OBJECTIVES:* CMKT.BOKU.14.13 - LO: 2-2

*NATIONAL STANDARDS:* United States - BUSPROG: Reflective Thinking

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Marketing Planning: The Basis for Strategy and Tactics

*KEYWORDS:* Bloom's: Application

18. Supervisory managers tend to focus exclusively on strategic planning.

- a. True
- b. False

*ANSWER:* False

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.13 - LO: 2-2

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Marketing Planning: The Basis for Strategy and Tactics

*KEYWORDS:* Bloom's: Knowledge

19. The planning process begins at the corporate level with the first step being the development of strategic objectives.

- a. True
- b. False

*ANSWER:* False

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.13 - LO: 2-2

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Steps in the Marketing Planning Process

*KEYWORDS:* Bloom's: Knowledge

20. Adjustments in the mission statement of an organization reflect changing business environments and management philosophies.

- a. True
- b. False

*ANSWER:* True

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.14 - LO: 2-3

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Defining the Organization's Mission and Objectives

*KEYWORDS:* Bloom's: Knowledge

21. Organizations within the same industry usually have the same mission.

- a. True
- b. False

*ANSWER:* False

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.14 - LO: 2-3

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Defining the Organization's Mission and Objectives

*KEYWORDS:* Bloom's: Knowledge

22. The statement of Starbucks to “inspire and nurture the human spirit – one person, one cup and one neighborhood at a time.” is an example of a mission statement.

- a. True
- b. False

*ANSWER:* True

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*LEARNING OBJECTIVES:* CMKT.BOKU.14.14 - LO: 2-3

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Defining the Organization's Mission and Objectives

*KEYWORDS:* Bloom's: Comprehension

23. A firm describes its overall goals and operational scope in its standard operating procedures manual.

- a. True
- b. False

*ANSWER:* False

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.14 - LO: 2-3

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Defining the Organization's Mission and Objectives

*KEYWORDS:* Bloom's: Knowledge

24. A mission can be defined as an essential purpose that differentiates one company from others.

- a. True
- b. False

*ANSWER:* True

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.14 - LO: 2-3

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Defining the Organization's Mission and Objectives

*KEYWORDS:* Bloom's: Knowledge



25. A statement such as “to hit the 300 employee mark by the end of the year” is typically a part of a mission statement.

- a. True
- b. False

*ANSWER:* False

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*LEARNING OBJECTIVES:* CMKT.BOKU.14.14 - LO: 2-3

*NATIONAL STANDARDS:* United States - BUSPROG: Reflective Thinking

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Defining the Organization's Mission and Objectives

*KEYWORDS:* Bloom's: Application

26. An organization lays out its basic objectives, or goals, in its complete mission statement.

- a. True
- b. False

*ANSWER:* True

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.14 - LO: 2-3

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Defining the Organization's Mission and Objectives

*KEYWORDS:* Bloom's: Knowledge

27. Detailed organizational objectives should state specific intentions, such as “Snapple Corporation seeks to increase its share of the non-carbonated soft drink market to 25 percent within the next two years.”

- a. True
- b. False

*ANSWER:* True

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*LEARNING OBJECTIVES:* CMKT.BOKU.14.14 - LO: 2-3

*NATIONAL STANDARDS:* United States - BUSPROG: Reflective Thinking

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Defining the Organization's Mission and Objectives

*KEYWORDS:* Bloom's: Application

28. An organizational objective should specify time frames stating “Our organization aims for the highest levels of sustainable development.”

- a. True
- b. False

*ANSWER:* True

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*LEARNING OBJECTIVES:* CMKT.BOKU.14.14 - LO: 2-3

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Defining the Organization's Mission and Objectives

*KEYWORDS:* Bloom's: Comprehension

29. Organizational resources include the capabilities of the firm’s production, marketing, finance, technology, and employees.

- a. True
- b. False

*ANSWER:* True

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.14 - LO: 2-3

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Defining the Organization's Mission and Objectives

*KEYWORDS:* Bloom's: Knowledge

30. Marketing strategy is an overall company-wide program for selecting a particular target market and satisfying consumers through a careful blend of the elements of the marketing mix.

- a. True
- b. False

*ANSWER:* True

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.14 - LO: 2-3

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Defining the Organization's Mission and Objectives

*KEYWORDS:* Bloom's: Knowledge

31. Each element of the marketing mix—product, price, distribution, and promotion—is a subset of the overall marketing strategy.

- a. True
- b. False

*ANSWER:* True

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.14 - LO: 2-3

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Defining the Organization's Mission and Objectives

*KEYWORDS:* Bloom's: Knowledge

32. Strategies once implemented should not be changed even if the actual performance does not meet the desired results.

- a. True
- b. False

*ANSWER:* False

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.14 - LO: 2-3

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Defining the Organization's Mission and Objectives

*KEYWORDS:* Bloom's: Knowledge

33. Marketers put the marketing strategy into action in order to monitor performance to ensure that objectives are being achieved.

- a. True
- b. False

*ANSWER:* True

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.14 - LO: 2-3

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Defining the Organization's Mission and Objectives

*KEYWORDS:* Bloom's: Knowledge

34. All planning strategies have the goal of creating a sustainable competitive advantage for a firm which other companies cannot imitate.

- a. True
- b. False

*ANSWER:* True

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.15 - LO: 2-4

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Successful Strategies: Tools and Techniques

*KEYWORDS:* Bloom's: Knowledge

35. Porter's Five Forces are potential new entrants, bargaining power of buyers, bargaining power of suppliers, threat of substitute products, and rivalry among competitors.

- a. True
- b. False

*ANSWER:* True

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.15 - LO: 2-4

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Successful Strategies: Tools and Techniques

*KEYWORDS:* Bloom's: Knowledge

36. The Internet has impacted business for new firms by increasing the barriers to market entry.

- a. True
- b. False

*ANSWER:* False

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.15 - LO: 2-4

*NATIONAL STANDARDS:* United States - BUSPROG: Technology

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Successful Strategies: Tools and Techniques

*KEYWORDS:* Bloom's: Knowledge

37. The number of suppliers available to a manufacturer or retailer affects the bargaining power of buyers.

- a. True
- b. False

*ANSWER:* False

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.15 - LO: 2-4

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Strategy

*TOPICS:* A-Head: Successful Strategies: Tools and Techniques

*KEYWORDS:* Bloom's: Knowledge

38. It can be said that the buying power enjoyed by customers has increased with Internet presence as the Internet provides detailed information that is not easily available elsewhere.

- a. True
- b. False

*ANSWER:* True

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.15 - LO: 2-4

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Successful Strategies: Tools and Techniques

*KEYWORDS:* Bloom's: Knowledge

39. With increased availability of information, rivalry heats up among competitors who try to differentiate themselves from the crowd.

- a. True
- b. False

*ANSWER:* True

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.15 - LO: 2-4

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Successful Strategies: Tools and Techniques

*KEYWORDS:* Bloom's: Knowledge

40. Apple iTunes is an example of a successful first mover.

- a. True
- b. False

*ANSWER:* True

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*LEARNING OBJECTIVES:* CMKT.BOKU.14.15 - LO: 2-4

*NATIONAL STANDARDS:* United States - BUSPROG: Reflective Thinking

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Successful Strategies: Tools and Techniques

*KEYWORDS:* Bloom's: Application

41. Data suggests that business owners who adopt the first mover strategy will always be long-term market winners.

- a. True
- b. False

*ANSWER:* False

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.15 - LO: 2-4

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Successful Strategies: Tools and Techniques

*KEYWORDS:* Bloom's: Knowledge

42. The idea of first movers being completely replaced by second movers and the resulting disappearance of first movers from the marketplace is a myth.

- a. True
- b. False

*ANSWER:* False

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.15 - LO: 2-4

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Strategy

*TOPICS:* A-Head: Successful Strategies: Tools and Techniques

*KEYWORDS:* Bloom's: Knowledge

43. SWOT analysis refers to an examination of a firm that is limited to the variables of its stability, work ethic, organizational structure, and technological expertise.

- a. True
- b. False

*ANSWER:* False

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.15 - LO: 2-4

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Successful Strategies: Tools and Techniques

*KEYWORDS:* Bloom's: Knowledge

44. A SWOT analysis helps planners compare internal organizational strengths and weaknesses with external opportunities and threats.

- a. True
- b. False

*ANSWER:* True

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.15 - LO: 2-4

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Successful Strategies: Tools and Techniques

*KEYWORDS:* Bloom's: Knowledge

45. The disadvantage of core competencies is that they can be easily duplicated by competitors.

- a. True
- b. False

*ANSWER:* False

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.15 - LO: 2-4

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Successful Strategies: Tools and Techniques

*KEYWORDS:* Bloom's: Knowledge

46. Matching an external opportunity with an internal weakness produces a situation known as leverage.

- a. True
- b. False

*ANSWER:* False

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.15 - LO: 2-4

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Successful Strategies: Tools and Techniques

*KEYWORDS:* Bloom's: Knowledge

47. In a SWOT analysis, marketers face a problem when environmental threats attack their organization's weaknesses.

- a. True
- b. False

*ANSWER:* True

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.15 - LO: 2-4

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Successful Strategies: Tools and Techniques

*KEYWORDS:* Bloom's: Knowledge



48. A strategic window is defined as a collection of situations where organizations are unable to capitalize on opportunities because of internal limitations.

- a. True
- b. False

*ANSWER:* False

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.15 - LO: 2-4

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Successful Strategies: Tools and Techniques

*KEYWORDS:* Bloom's: Knowledge

49. A customer-driven organization begins its marketing strategy with a detailed description of its target market.

- a. True
- b. False

*ANSWER:* True

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.16 - LO: 2-5

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Elements of a Marketing Strategy

*KEYWORDS:* Bloom's: Knowledge

50. A target market is a group of customers toward whom a firm directs its marketing efforts.

- a. True
- b. False

*ANSWER:* True

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.16 - LO: 2-5

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Elements of a Marketing Strategy

*KEYWORDS:* Bloom's: Knowledge

51. Targeting consumers in specific global markets represents a challenge.

- a. True
- b. False

*ANSWER:* True

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.16 - LO: 2-5

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Elements of a Marketing Strategy

*KEYWORDS:* Bloom's: Knowledge

52. A marketing mix should be an ever-changing combination of variables to achieve success.

- a. True
- b. False

*ANSWER:* True

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.16 - LO: 2-5

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Elements of a Marketing Strategy

*KEYWORDS:* Bloom's: Knowledge

53. A product strategy includes decisions about customer service, package design, brand names, trademarks, patents, and warranties.

- a. True
- b. False

*ANSWER:* True

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.16 - LO: 2-5

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Distribution

*TOPICS:* A-Head: Elements of a Marketing Strategy

*KEYWORDS:* Bloom's: Knowledge

54. The ability to download Microsoft and IBM software products directly from the Internet is a part of each firms' pricing strategy.

- a. True
- b. False

*ANSWER:* False

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*LEARNING OBJECTIVES:* CMKT.BOKU.14.16 - LO: 2-5

*NATIONAL STANDARDS:* United States - BUSPROG: Reflective Thinking

*STATE STANDARDS:* United States - AK - DISC: Distribution

*TOPICS:* A-Head: Elements of a Marketing Strategy

*KEYWORDS:* Bloom's: Application

55. Promotion is the communications link between sellers and buyers.

- a. True
- b. False

*ANSWER:* True

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.16 - LO: 2-5

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Promotion

*TOPICS:* A-Head: Elements of a Marketing Strategy

*KEYWORDS:* Bloom's: Knowledge

56. The pricing strategy is the area of marketing that receives the least amount of public scrutiny.

- a. True
- b. False

*ANSWER:* False

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.16 - LO: 2-5

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Pricing

*TOPICS:* A-Head: Elements of a Marketing Strategy

*KEYWORDS:* Bloom's: Knowledge

57. Fred's Wholesale Club sends emails and catalogs to all members. Additionally, in-store pamphlets promote the benefits of its products. All of these materials are part of the integrated marketing communications intended to send a consistent and unified promotional message.

- a. True
- b. False

*ANSWER:* True

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*LEARNING OBJECTIVES:* CMKT.BOKU.14.16 - LO: 2-5

*NATIONAL STANDARDS:* United States - BUSPROG: Reflective Thinking

*STATE STANDARDS:* United States - AK - DISC: Promotion

*TOPICS:* A-Head: Elements of a Marketing Strategy

*KEYWORDS:* Bloom's: Application

58. The five dimensions of the marketing environment are competitive, political-legal, economic, technological, and social-cultural.

- a. True
- b. False

*ANSWER:* True

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.16 - LO: 2-5

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Elements of a Marketing Strategy

*KEYWORDS:* Bloom's: Knowledge

59. The five dimensions of the marketing environment exert a fairly constant and static influence on marketing strategies.

- a. True
- b. False

*ANSWER:* False

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.16 - LO: 2-5

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Elements of a Marketing Strategy

*KEYWORDS:* Bloom's: Knowledge

60. Toyota's introduction of the hybrid-powered Prius is an example of how it has turned public concerns and legal issues about the natural environment into an opportunity.

- a. True
- b. False

*ANSWER:* True

*POINTS:* 1

*DIFFICULTY:* Difficulty: Challenging

*LEARNING OBJECTIVES:* CMKT.BOKU.14.16 - LO: 2-5

*NATIONAL STANDARDS:* United States - BUSPROG: Reflective Thinking

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Elements of a Marketing Strategy

*KEYWORDS:* Bloom's: Application

61. The rule of three states that the third major company in an industry has little chance of survival.

- a. True
- b. False

*ANSWER:* False

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.16 - LO: 2-5

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Elements of a Marketing Strategy

*KEYWORDS:* Bloom's: Knowledge

62. Strategic business units are key business units within small companies that offer only a few items to its customers.
- a. True
  - b. False

*ANSWER:* False

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.17 - LO: 2-6

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Methods for Marketing Planning

*KEYWORDS:* Bloom's: Knowledge

63. Strategic business units (SBUs) of a diversified firm have common managers, resources, objectives, and competitors.
- a. True
  - b. False

*ANSWER:* False

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.17 - LO: 2-6

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Methods for Marketing Planning

*KEYWORDS:* Bloom's: Knowledge

64. Each strategic business unit (SBU) in a firm has to prepare its plans in collaboration with other units in the organization.
- a. True
  - b. False

*ANSWER:* False

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.17 - LO: 2-6

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Methods for Marketing Planning

*KEYWORDS:* Bloom's: Knowledge

65. Each SBU pursues its own distinct mission and often develops its own plans independently.

- a. True
- b. False

*ANSWER:* True

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.17 - LO: 2-6

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Methods for Marketing Planning

*KEYWORDS:* Bloom's: Knowledge

66. The position of an SBU along the horizontal axis indicates the annual growth rate of the market.

- a. True
- b. False

*ANSWER:* False

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.17 - LO: 2-6

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Methods for Marketing Planning

*KEYWORDS:* Bloom's: Knowledge

67. According to the BCG matrix, stars require considerable inflows of cash to finance further growth.

- a. True
- b. False

*ANSWER:* True

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.17 - LO: 2-6

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Methods for Marketing Planning

*KEYWORDS:* Bloom's: Knowledge

68. According to the BCG matrix, cash cow businesses produce strong cash flows and invest heavily in the unit's own promotions and production capacity.

- a. True
- b. False

*ANSWER:* False

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.17 - LO: 2-6

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Methods for Marketing Planning

*KEYWORDS:* Bloom's: Knowledge

69. According to the BCG matrix, if a question mark cannot become a star, the firm should pull out of the market and target other markets with greater potential.

- a. True
- b. False

*ANSWER:* True

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.17 - LO: 2-6

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Methods for Marketing Planning

*KEYWORDS:* Bloom's: Knowledge

70. According to the BCG matrix, dog products can be sold to other firms, where they are a better fit.

- a. True
- b. False

*ANSWER:* True

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.17 - LO: 2-6

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Methods for Marketing Planning

*KEYWORDS:* Bloom's: Knowledge



71. The process of anticipating future events and conditions and determining the best way to achieve organizational objectives is known as:
- a. retrospecting.
  - b. planning.
  - c. archiving.
  - d. correlating.

*ANSWER:* b

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.12 - LO: 2-1

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Marketing Planning: The Basis for Strategy and Tactics

*KEYWORDS:* Bloom's: Knowledge

72. Product lines, pricing decisions, selection of appropriate distribution channels, and decisions relating to promotional campaigns are\_\_\_\_\_.
- a. fixed and unchanging
  - b. independent of the impact of external factors
  - c. dynamic in today's boundaryless business environment
  - d. determined from a purely retrospective viewpoint

*ANSWER:* c

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*LEARNING OBJECTIVES:* CMKT.BOKU.14.12 - LO: 2-1

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Marketing Planning: The Basis for Strategy and Tactics

*KEYWORDS:* Bloom's: Comprehension

73. Marketing planning establishes the:

- a. resource base provided by the firm's strategy.
- b. economic impact of additional sales.
- c. daily and weekly schedules for individual employees.
- d. basis for any marketing strategy.

*ANSWER:* d

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.12 - LO: 2-1

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Marketing Planning: The Basis for Strategy and Tactics

*KEYWORDS:* Bloom's: Knowledge

74. Relationship marketing can help a company:

- a. create long-term and cost-effective links with individual customers and suppliers for mutual benefit.
- b. reduce its strategic planning effort since the need for such planning is greatly diminished by relationship marketing.
- c. locate more effective media for use in advertising and mass marketing.
- d. eliminate the strategic planning process and move into tactical plans directly.

*ANSWER:* a

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*LEARNING OBJECTIVES:* CMKT.BOKU.14.12 - LO: 2-1

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Marketing Planning: The Basis for Strategy and Tactics

*KEYWORDS:* Bloom's: Comprehension

75. Effective relationship marketing often involves:
- a. inside information about competitors that is not in the public domain.
  - b. databases to track customer preferences.
  - c. large advertising budgets aimed solely at end-users.
  - d. internal sources of performance-related data.

*ANSWER:* b

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.12 - LO: 2-1

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Marketing Planning: The Basis for Strategy and Tactics

*KEYWORDS:* Bloom's: Knowledge

76. Relationship marketing refers to a firm's effort to develop long-term, cost-effective links with individual customers and suppliers. Many companies:
- a. have been reluctant to adopt such initiatives because there is no evidence of their effectiveness.
  - b. focus on relationship marketing as the sole purpose of their marketing research efforts.
  - c. include relationship-building goals and strategies in their larger plans for the organization.
  - d. believe that relationship marketing is just a fad and may not be sustainable or profitable in the long run.

*ANSWER:* c

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*LEARNING OBJECTIVES:* CMKT.BOKU.14.12 - LO: 2-1

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Marketing Planning: The Basis for Strategy and Tactics

*KEYWORDS:* Bloom's: Comprehension

77. Long-term plans focusing on those organizational objectives that will significantly affect a firm for five or more years are usually referred to as \_\_\_\_\_ plans.
- a. strategic
  - b. marketing
  - c. economic
  - d. tactical

*ANSWER:* a

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.12 - LO: 2-1

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Marketing Planning: The Basis for Strategy and Tactics

*KEYWORDS:* Bloom's: Knowledge

78. ADA Inc. stopped its production of oral care goods after determining apparel production to be its new primary objective. This is a direct result of the \_\_\_\_\_ planning process at ADA Inc.
- a. tactical
  - b. research
  - c. strategic
  - d. economic

*ANSWER:* c

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*LEARNING OBJECTIVES:* CMKT.BOKU.14.12 - LO: 2-1

*NATIONAL STANDARDS:* United States - BUSPROG: Reflective Thinking

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Marketing Planning: The Basis for Strategy and Tactics

*KEYWORDS:* Bloom's: Application

79. Strategic planning has a critical impact on a firm's destiny because it provides \_\_\_\_\_ to its decision makers.
- a. customer input
  - b. individual goals
  - c. departmental goals
  - d. long-term direction

*ANSWER:* d

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.12 - LO: 2-1

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Marketing Planning: The Basis for Strategy and Tactics

*KEYWORDS:* Bloom's: Knowledge

80. If an automobile manufacturer was planning to introduce a sports car powered by a hydrogen-oxygen fuel cell when the price of gasoline in the United States reached \$4 per gallon, this would best be described as a direct result of its \_\_\_\_\_ plan.
- a. short-term
  - b. operational
  - c. strategic
  - d. tactical

*ANSWER:* c

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*LEARNING OBJECTIVES:* CMKT.BOKU.14.12 - LO: 2-1

*NATIONAL STANDARDS:* United States - BUSPROG: Reflective Thinking

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Marketing Planning: The Basis for Strategy and Tactics

*KEYWORDS:* Bloom's: Application

81. The U.S. Sports and Fitness Federation is determining where they should build their permanent training facility. They want it to be located near a populated center but it must also provide ample access to those who don't reside in cities. The federation is engaged in \_\_\_\_\_ planning.
- a. strategic
  - b. short-term
  - c. operational
  - d. economic

*ANSWER:* a

*POINTS:* 1

*DIFFICULTY:* Difficulty: Challenging

*LEARNING OBJECTIVES:* CMKT.BOKU.14.12 - LO: 2-1

*NATIONAL STANDARDS:* United States - BUSPROG: Reflective Thinking

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Marketing Planning: The Basis for Strategy and Tactics

*KEYWORDS:* Bloom's: Application

82. An event management company decided to use radio advertising in order to promote an upcoming music festival. The executives of the company suggested various activities that could be used for the radio campaign. These activities are a part of the company's \_\_\_\_\_.
- a. tactical planning efforts
  - b. standard operating procedures
  - c. weekly scheduling plans
  - d. unit-wise budgeting plans

*ANSWER:* a

*POINTS:* 1

*DIFFICULTY:* Difficulty: Challenging

*LEARNING OBJECTIVES:* CMKT.BOKU.14.12 - LO: 2-1

*NATIONAL STANDARDS:* United States - BUSPROG: Reflective Thinking

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Marketing Planning: The Basis for Strategy and Tactics

*KEYWORDS:* Bloom's: Application

83. A company's plans that focus largely on its current and near-future activities and are determined by its middle level management are referred to as \_\_\_\_\_ plans.

- a. strategic
- b. long-term
- c. operational
- d. tactical

*ANSWER:* d

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.12 - LO: 2-1

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Marketing Planning: The Basis for Strategy and Tactics

*KEYWORDS:* Bloom's: Knowledge

84. Preparation of quarterly and semiannual plans by personnel such as the general sales manager or advertising director would be classified as \_\_\_\_\_ planning.

- a. consumer
- b. tactical
- c. procedural
- d. operational

*ANSWER:* b

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.12 - LO: 2-1

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Marketing Planning: The Basis for Strategy and Tactics

*KEYWORDS:* Bloom's: Knowledge

85. Compared to other organization personnel, more time is devoted to long-range strategic planning by the:
- a. middle management.
  - b. manufacturing labor.
  - c. top management.
  - d. supervisory management.

*ANSWER:* c

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.12 - LO: 2-1

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Marketing Planning: The Basis for Strategy and Tactics

*KEYWORDS:* Bloom's: Knowledge

86. In the planning hierarchy, plans dealing with organization-wide objectives, long-term plans, and the total budget would be classified as \_\_\_\_\_ plans.
- a. weekly
  - b. tactical
  - c. operational
  - d. strategic

*ANSWER:* d

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.12 - LO: 2-1

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Marketing Planning: The Basis for Strategy and Tactics

*KEYWORDS:* Bloom's: Knowledge



87. Employees of Popsie Inc., a small grocery store chain, are working on its tactical plans. The personnel most involved in this level of its planning process would be its:
- a. top management, such as the owner.
  - b. middle management, such as the merchandising and advertising managers.
  - c. store managers.
  - d. supervisory management, such as shift managers and night auditors.

*ANSWER:* b

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*LEARNING OBJECTIVES:* CMKT.BOKU.14.12 - LO: 2-1

*NATIONAL STANDARDS:* United States - BUSPROG: Reflective Thinking

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Marketing Planning: The Basis for Strategy and Tactics

*KEYWORDS:* Bloom's: Application

88. Operational planning:
- a. should be used to establish the fundamental strategies of the organization.
  - b. is used to determine departmental rules and procedures.
  - c. is the primary responsibility of the top management.
  - d. should be completed at the same time the total budget is prepared.

*ANSWER:* b

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.12 - LO: 2-1

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Marketing Planning: The Basis for Strategy and Tactics

*KEYWORDS:* Bloom's: Knowledge

89. Which of the following statements is true of tactical planning?

- a. It is conducted exclusively by the supervisory personnel.
- b. It is used to generate weekly plans, unit budgets, departmental rules and procedures.
- c. It is designed to determine annual budgets and long-range strategic goals.
- d. It is performed to substitute the strategic planning process in large organizations.

*ANSWER:* c

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*LEARNING OBJECTIVES:* CMKT.BOKU.14.12 - LO: 2-1

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Marketing Planning: The Basis for Strategy and Tactics

*KEYWORDS:* Bloom's: Comprehension

90. General Electric's NBC division acquired Universal Studios and the highest executive who approved this acquisition was most likely GE's CEO. This decision is the direct result of \_\_\_\_\_ planning process at GE.

- a. tactical
- b. strategic
- c. operational
- d. technological

*ANSWER:* b

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*LEARNING OBJECTIVES:* CMKT.BOKU.14.12 - LO: 2-1

*NATIONAL STANDARDS:* United States - BUSPROG: Reflective Thinking

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Marketing Planning: The Basis for Strategy and Tactics

*KEYWORDS:* Bloom's: Application

91. The first step of the marketing planning process involves:

- a. writing the mission statement.
- b. establishing organizational objectives.
- c. formulating a marketing plan.
- d. hiring a senior planner.

*ANSWER:* a

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.13 - LO: 2-2

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Steps in the Marketing Planning Process

*KEYWORDS:* Bloom's: Knowledge

92. Which of the following best represents a mission statement?

- a. U.S. Army: Be all that you can be
- b. Bass Pro Shop: To be the leading merchant of outdoor recreational products, inspiring people to love, enjoy, and conserve the great outdoors
- c. Kellogg's: Breakfast cereals at a price everyone can afford
- d. Walmart: Stores big enough to make shopping interesting for every family member

*ANSWER:* b

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*LEARNING OBJECTIVES:* CMKT.BOKU.14.14 - LO: 2-3

*NATIONAL STANDARDS:* United States - BUSPROG: Reflective Thinking

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Defining the Organization's Mission and Objectives

*KEYWORDS:* Bloom's: Application

93. Which of the following defines an organization's mission?
- a. Process of anticipating future events and conditions
  - b. Companywide program for scaling down the product-lines that are low on profitability
  - c. Essential purpose that differentiates one company from others
  - d. Collection of limited periods during which key requirements of a market and a firm's particular competencies best fit together

*ANSWER:* c

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*LEARNING OBJECTIVES:* CMKT.BOKU.14.14 - LO: 2-3

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Defining the Organization's Mission and Objectives

*KEYWORDS:* Bloom's: Comprehension

94. A company can modify a strategy when its actual performance is not in line with expected results by:
- a. redefining the firm's mission.
  - b. focusing exclusively on long-range strategic issues.
  - c. putting the marketing strategy into action and monitoring performance.
  - d. interpreting the mission, vision, and values of the company differently.

*ANSWER:* c

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*LEARNING OBJECTIVES:* CMKT.BOKU.14.14 - LO: 2-3

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Defining the Organization's Mission and Objectives

*KEYWORDS:* Bloom's: Comprehension

95. The basic objectives or goals of an organization are derived from its:

- a. standard operating procedures.
- b. operational plans.
- c. supervisory management strategy.
- d. mission statement.

**ANSWER:** d

**POINTS:** 1

**DIFFICULTY:** Difficulty: Easy

**LEARNING OBJECTIVES:** CMKT.BOKU.14.14 - LO: 2-3

**NATIONAL STANDARDS:** United States - BUSPROG: Analytic

**STATE STANDARDS:** United States - AK - DISC: Marketing Plan

**TOPICS:** A-Head: Defining the Organization's Mission and Objectives

**KEYWORDS:** Bloom's: Knowledge

96. The \_\_\_\_\_ is the organizational program for selecting a target market and satisfying customers in that market through the marketing mix.

- a. operational plan
- b. marketing strategy
- c. relationship marketing approach
- d. short-term plan

**ANSWER:** b

**POINTS:** 1

**DIFFICULTY:** Difficulty: Easy

**LEARNING OBJECTIVES:** CMKT.BOKU.14.14 - LO: 2-3

**NATIONAL STANDARDS:** United States - BUSPROG: Analytic

**STATE STANDARDS:** United States - AK - DISC: Strategy

**TOPICS:** A-Head: Defining the Organization's Mission and Objectives

**KEYWORDS:** Bloom's: Knowledge

97. All planning strategies have the goal of creating:

- a. sustainable competitive advantage.
- b. undifferentiated markets.
- c. a market with no distinct segments.
- d. barriers to market entry.

*ANSWER:* a

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.15 - LO: 2-4

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Defining the Organization's Mission and Objectives

*KEYWORDS:* Bloom's: Knowledge

98. Business strategist Michael E. Porter identified five competitive forces that influence \_\_\_\_\_ in a model called Porter's Five Forces.

- a. planning strategies
- b. corporate social responsibility
- c. consumer behavior
- d. sustainable development

*ANSWER:* a

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.15 - LO: 2-4

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Successful Strategies: Tools and Techniques

*KEYWORDS:* Bloom's: Knowledge

99. Which of the following is a dimension of Porter's Five Forces model?

- a. Bargaining power of buyers
- b. Existence of second-movers
- c. Existing firms in the business environment
- d. Rivalry among strategic business units

*ANSWER:* a

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.15 - LO: 2-4

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Successful Strategies: Tools and Techniques

*KEYWORDS:* Bloom's: Knowledge

100. Promotional schemes like frequent shopper programs provide incentives to loyal buyers. Considering Porter's Five Forces model, such offers will:

- a. reduce the threat of new entrants.
- b. decrease the rivalry among competitors.
- c. decrease the bargaining power of the supplier.
- d. increase the threat of substitute products.

*ANSWER:* a

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*LEARNING OBJECTIVES:* CMKT.BOKU.14.15 - LO: 2-4

*NATIONAL STANDARDS:* United States - BUSPROG: Reflective Thinking

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Successful Strategies: Tools and Techniques

*KEYWORDS:* Bloom's: Application

101. Business strategies are impacted by the widespread use of the Internet. Which of the following is true with respect to its impact?

- a. The Internet has eliminated all forms of substitution threats.
- b. The Internet has reduced barriers to market entry.
- c. The Internet has reduced the bargaining power of end-users.
- d. The Internet has reduced consumer awareness about the differences among competitors.

*ANSWER:* b

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*LEARNING OBJECTIVES:* CMKT.BOKU.14.15 - LO: 2-4

*NATIONAL STANDARDS:* United States - BUSPROG: Technology

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Successful Strategies: Tools and Techniques

*KEYWORDS:* Bloom's: Comprehension

102. An automobile manufacturer is dependent on a single supplier for tires. Based on this information, which of the following statements is true?

- a. The barriers to market entry are low.
- b. The buyer has greater bargaining power.
- c. The threat of new entrants is high.
- d. The supplier has significant bargaining power.

*ANSWER:* d

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*LEARNING OBJECTIVES:* CMKT.BOKU.14.15 - LO: 2-4

*NATIONAL STANDARDS:* United States - BUSPROG: Reflective Thinking

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Successful Strategies: Tools and Techniques

*KEYWORDS:* Bloom's: Application



103. A shoe manufacturer has multiple suppliers for leather. Based on this information, which of the following statements is true?

- a. The suppliers have lesser bargaining than the buyer.
- b. The barriers to market entry are high.
- c. The rivalry among competitors is low.
- d. The buyer has lesser bargaining power than the suppliers.

*ANSWER:* a

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*LEARNING OBJECTIVES:* CMKT.BOKU.14.15 - LO: 2-4

*NATIONAL STANDARDS:* United States - BUSPROG: Reflective Thinking

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Successful Strategies: Tools and Techniques

*KEYWORDS:* Bloom's: Application

104. Which of the following conditions would lead a company's marketers to find a new market, change prices, or compete in other ways to maintain an advantage?

- a. When the bargaining power of suppliers is low
- b. When the bargaining power of buyers is low
- c. When the threat of substitute products is high
- d. When the threat of new entrants is low

*ANSWER:* c

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*LEARNING OBJECTIVES:* CMKT.BOKU.14.15 - LO: 2-4

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Successful Strategies: Tools and Techniques

*KEYWORDS:* Bloom's: Comprehension

105. In addition to the four forces of the Five Forces Model, which of the following influences rivalry among competitors?

- a. Decreased availability of information of competitors
- b. Decreased consumption during a lull in the economy
- c. Lack of differentiation between products
- d. Lack of major differences in pricing strategies

*ANSWER:* c

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*LEARNING OBJECTIVES:* CMKT.BOKU.14.15 - LO: 2-4

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Successful Strategies: Tools and Techniques

*KEYWORDS:* Bloom's: Comprehension

106. Bell Weddings was the company that pioneered the wedding planning industry. The owners realized that customizing weddings to the wishes of the families, taking charge of the responsibilities, and creating a day that is memorable for clients was an incredible business venture. The case of Bell Weddings illustrates the value of \_\_\_\_\_.

- a. organizational vulnerabilities
- b. the first mover strategy
- c. operating plans
- d. portfolio analysis

*ANSWER:* b

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*LEARNING OBJECTIVES:* CMKT.BOKU.14.15 - LO: 2-4

*NATIONAL STANDARDS:* United States - BUSPROG: Reflective Thinking

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Successful Strategies: Tools and Techniques

*KEYWORDS:* Bloom's: Application

107. Which of the following statements is indicative of a second mover strategy?

- a. Entering new markets with existing products
- b. Making significant innovations that turn old products into new ones
- c. Observing closely the innovations of first movers and then improving on them
- d. Entering new markets with new products before any other entrants

*ANSWER:* c

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*LEARNING OBJECTIVES:* CMKT.BOKU.14.15 - LO: 2-4

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Successful Strategies: Tools and Techniques

*KEYWORDS:* Bloom's: Comprehension

108. Atari, a consumer electronics and video games company, observed the innovations of Nintendo Co., the most powerful video game company at that time, and destroyed the market share of Nintendo eventually. This implies that Atari:

- a. followed a first-mover strategy.
- b. created a new product indigenously.
- c. remained uninfluenced by Nintendo.
- d. applied a second-mover strategy.

*ANSWER:* d

*POINTS:* 1

*DIFFICULTY:* Difficulty: Challenging

*LEARNING OBJECTIVES:* CMKT.BOKU.14.15 - LO: 2-4

*NATIONAL STANDARDS:* United States - BUSPROG: Reflective Thinking

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Successful Strategies: Tools and Techniques

*KEYWORDS:* Bloom's: Application

109. Core competencies are capabilities that customers value and competitors:

- a. can easily copy.
- b. tend to overestimate.
- c. find difficult to duplicate.
- d. undervalue.

*ANSWER:* c

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.15 - LO: 2-4

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Successful Strategies: Tools and Techniques

*KEYWORDS:* Bloom's: Knowledge

110. A certain social networking corporation has the highest number of users in the social networking industry. This is an example of the firm's:

- a. opportunity.
- b. constraint.
- c. strength.
- d. threat.

*ANSWER:* c

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*LEARNING OBJECTIVES:* CMKT.BOKU.14.15 - LO: 2-4

*NATIONAL STANDARDS:* United States - BUSPROG: Reflective Thinking

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Successful Strategies: Tools and Techniques

*KEYWORDS:* Bloom's: Application

111. A SWOT analysis is designed to reveal, among other things, a firm's core competencies, which reflect its:

- a. threats.
- b. strengths.
- c. opportunities.
- d. vulnerabilities.

*ANSWER:* b

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.15 - LO: 2-4

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Successful Strategies: Tools and Techniques

*KEYWORDS:* Bloom's: Knowledge

112. Matching an internal strength with an external opportunity produces a situation known as:

- a. leverage.
- b. constraint.
- c. vulnerability.
- d. plateau.

*ANSWER:* a

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.15 - LO: 2-4

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Successful Strategies: Tools and Techniques

*KEYWORDS:* Bloom's: Knowledge

113. An example of a firm's strength discovered by a SWOT analysis might be:

- a. ownership of valuable patents.
- b. a narrow current product line.
- c. changing buyer tastes in the marketplace.
- d. existing government policies favoring the industry.

*ANSWER:* a

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*LEARNING OBJECTIVES:* CMKT.BOKU.14.15 - LO: 2-4

*NATIONAL STANDARDS:* United States - BUSPROG: Reflective Thinking

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Successful Strategies: Tools and Techniques

*KEYWORDS:* Bloom's: Application

114. In SWOT analysis, situations where organizations are unable to capitalize on opportunities because of internal limitations are referred to as:

- a. strategic windows.
- b. threats.
- c. constraints.
- d. leverages.

*ANSWER:* c

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.15 - LO: 2-4

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Successful Strategies: Tools and Techniques

*KEYWORDS:* Bloom's: Knowledge

115. Which of the following would qualify as an example of a firm's weakness?

- a. A bill passed by the government regarding the work timings of all organizations
- b. A competitor planning to open a new branch close to the firm's place of operations
- c. The firm's failure to pay its taxes on time leading to a poor reputation in the market
- d. A ban imposed on the use of animals for testing cosmetics

*ANSWER:* c

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*LEARNING OBJECTIVES:* CMKT.BOKU.14.15 - LO: 2-4

*NATIONAL STANDARDS:* United States - BUSPROG: Reflective Thinking

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Successful Strategies: Tools and Techniques

*KEYWORDS:* Bloom's: Application

116. DK Motors' difficulty in competing with other car makers due to its lack of responsiveness to changing consumer preferences constitutes a:

- a. strategic window.
- b. leveraged situation.
- c. threat from the environment.
- d. constraint on its activity.

*ANSWER:* d

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*LEARNING OBJECTIVES:* CMKT.BOKU.14.15 - LO: 2-4

*NATIONAL STANDARDS:* United States - BUSPROG: Reflective Thinking

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Successful Strategies: Tools and Techniques

*KEYWORDS:* Bloom's: Application

117. Assume that a firm would like to expand its product line. A complete expansion would cost \$100 million, but the firm can only raise \$75 million in financing. This is best classified as a(n):

- a. constraint.
- b. opportunity.
- c. threat.
- d. instance of leverage.

*ANSWER:* a

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*LEARNING OBJECTIVES:* CMKT.BOKU.14.15 - LO: 2-4

*NATIONAL STANDARDS:* United States - BUSPROG: Reflective Thinking

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Successful Strategies: Tools and Techniques

*KEYWORDS:* Bloom's: Application

118. Which of the following would qualify as an example of a firm's weakness?

- a. Changing buyer tastes in the marketplace
- b. The presence of modern production facilities
- c. Inadequate financing capabilities
- d. An addition to the current product line

*ANSWER:* c

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*LEARNING OBJECTIVES:* CMKT.BOKU.14.15 - LO: 2-4

*NATIONAL STANDARDS:* United States - BUSPROG: Reflective Thinking

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Successful Strategies: Tools and Techniques

*KEYWORDS:* Bloom's: Application



119. An example of a threat to a firm discovered by a SWOT analysis might be:

- a. the presence of cost advantages due to advanced technology.
- b. the chance to acquire firms with the needed technology.
- c. the entry of new competitors in the industry.
- d. the narrow product line produced by the firm.

*ANSWER:* c

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*LEARNING OBJECTIVES:* CMKT.BOKU.14.15 - LO: 2-4

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Successful Strategies: Tools and Techniques

*KEYWORDS:* Bloom's: Comprehension

120. The limited occasions when the key requirements of a market and the particular competencies of a firm best fit together are referred to as:

- a. barriers to entry.
- b. strategic windows.
- c. question marks.
- d. threats.

*ANSWER:* b

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.15 - LO: 2-4

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Successful Strategies: Tools and Techniques

*KEYWORDS:* Bloom's: Knowledge

121. At a time when computer users were having trouble storing, sending, and displaying photos, Apple introduced the iMac computer, which was equipped with a digital camera interface and photo-handling software. This product was a result of Apple recognizing its:
- a. economies of scale.
  - b. competitive constraints.
  - c. strategic window.
  - d. second-mover benefits.

*ANSWER:* c

*POINTS:* 1

*DIFFICULTY:* Difficulty: Challenging

*LEARNING OBJECTIVES:* CMKT.BOKU.14.15 - LO: 2-4

*NATIONAL STANDARDS:* United States - BUSPROG: Reflective Thinking

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Successful Strategies: Tools and Techniques

*KEYWORDS:* Bloom's: Application

122. When a massive fuel hike affected the expenses of users of Cadmia significantly, Flare Inc. introduced automobiles that run on solar energy. The introduction of such automobiles indicates that Flare Inc.:
- a. switched over to less sustainable fuels.
  - b. recognized its competitive constraints.
  - c. applied a second-mover advantage.
  - d. made the best of a strategic window.

*ANSWER:* d

*POINTS:* 1

*DIFFICULTY:* Difficulty: Challenging

*LEARNING OBJECTIVES:* CMKT.BOKU.14.15 - LO: 2-4

*NATIONAL STANDARDS:* United States - BUSPROG: Reflective Thinking

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Successful Strategies: Tools and Techniques

*KEYWORDS:* Bloom's: Application

123. Jose is part of a team that is analyzing current demographic trends. The team will make a recommendation concerning the groups of consumers toward whom the firm should direct its new marketing effort. Jose's team is involved in which of the following elements of the firm's marketing strategy?

- a. Target market
- b. Distribution
- c. Product
- d. Promotion

*ANSWER:* a

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*LEARNING OBJECTIVES:* CMKT.BOKU.14.16 - LO: 2-5

*NATIONAL STANDARDS:* United States - BUSPROG: Reflective Thinking

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Elements of a Marketing Strategy

*KEYWORDS:* Bloom's: Application

124. The group of people to whom a firm directs its marketing efforts and ultimately its merchandise is known as its \_\_\_\_\_ market.

- a. undifferentiated
- b. unsegmented
- c. mass
- d. target

*ANSWER:* d

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.16 - LO: 2-5

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Elements of a Marketing Strategy

*KEYWORDS:* Bloom's: Knowledge

125. The term marketing mix describes:

- a. a composite analysis of all environmental factors inside and outside the firm.
- b. a series of business decisions that aid in selling a product.
- c. the relationship between a firm's marketing strengths and its business weaknesses.
- d. a blend of the four strategic marketing elements to satisfy specific target markets.

*ANSWER:* d

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.16 - LO: 2-5

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Elements of a Marketing Strategy

*KEYWORDS:* Bloom's: Knowledge

126. In marketing, the term product:

- a. refers only to tangible items that can be seen, tasted, or touched.
- b. refers to a broad concept encompassing the satisfaction of consumer needs.
- c. limits itself to include goods alone.
- d. excludes package design, brand name, or warranty from its purview.

*ANSWER:* b

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*LEARNING OBJECTIVES:* CMKT.BOKU.14.16 - LO: 2-5

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Product

*TOPICS:* A-Head: Elements of a Marketing Strategy

*KEYWORDS:* Bloom's: Comprehension

127. Jenny has been appointed the marketing manager for Spark Cleaning Products. Her job focuses on decisions involving customer service, package design, brand names, and warranties. In this scenario, Jenny is closely associated with the \_\_\_\_\_ dimension of the marketing planning.

- a. product strategy
- b. resource valuation and pricing
- c. retailing and distribution
- d. target market

*ANSWER:* a

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*LEARNING OBJECTIVES:* CMKT.BOKU.14.16 - LO: 2-5

*NATIONAL STANDARDS:* United States - BUSPROG: Reflective Thinking

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Elements of a Marketing Strategy

*KEYWORDS:* Bloom's: Application

128. Decisions relating to the product strategy primarily revolve around \_\_\_\_\_.

- a. the promotional offers that would increase the visibility of the product in the market
- b. the features of the products being released in the market
- c. the choice of high/low or everyday low pricing by the company
- d. the selection of wholesalers and retailers to transport the stock to the market

*ANSWER:* b

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*LEARNING OBJECTIVES:* CMKT.BOKU.14.16 - LO: 2-5

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Elements of a Marketing Strategy

*KEYWORDS:* Bloom's: Comprehension

129. Decisions involving transportation, warehousing, inventory control, and order processing relate to the \_\_\_\_\_ strategy component.
- a. pricing
  - b. competitive
  - c. product
  - d. distribution

*ANSWER:* d

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.16 - LO: 2-5

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Distribution

*TOPICS:* A-Head: Elements of a Marketing Strategy

*KEYWORDS:* Bloom's: Knowledge

130. Decisions about distribution strategy primarily involve challenges such as:
- a. how to advertise the product.
  - b. how to position a product.
  - c. when to raise prices to cover costs.
  - d. which marketing channels to adopt.

*ANSWER:* d

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.16 - LO: 2-5

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Distribution

*TOPICS:* A-Head: Elements of a Marketing Strategy

*KEYWORDS:* Bloom's: Knowledge

131. Maxwell has been promoted to an upper-level management position at QVC. He will be involved in matters relating to transportation media, order processing, and development of marketing channels. Maxwell is involved in developing \_\_\_\_\_ strategies for the marketing team.

- a. product
- b. distribution
- c. promotional
- d. test marketing

*ANSWER:* b

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*LEARNING OBJECTIVES:* CMKT.BOKU.14.16 - LO: 2-5

*NATIONAL STANDARDS:* United States - BUSPROG: Reflective Thinking

*STATE STANDARDS:* United States - AK - DISC: Distribution

*TOPICS:* A-Head: Elements of a Marketing Strategy

*KEYWORDS:* Bloom's: Application

132. Which of the following best describes the activity of promotion?

- a. Making new products available to meet consumer demand
- b. Finding a convenient location to sell the products in
- c. Maintaining a high level of regulation in production
- d. Communicating between buyers and sellers

*ANSWER:* d

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.16 - LO: 2-5

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Promotion

*TOPICS:* A-Head: Elements of a Marketing Strategy

*KEYWORDS:* Bloom's: Knowledge

133. Newsletters, catalogs, and invitations to company-sponsored events are most closely associated with the marketing mix activity of:
- a. product pricing.
  - b. product distribution.
  - c. product development.
  - d. product promotion.

*ANSWER:* d

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.16 - LO: 2-5

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Promotion

*TOPICS:* A-Head: Elements of a Marketing Strategy

*KEYWORDS:* Bloom's: Knowledge

134. Many companies use an approach called \_\_\_\_\_ to coordinate all promotional activities so that the consumer receives a unified and consistent message.
- a. intra-organizational communications
  - b. internal marketing strategies
  - c. integrated marketing communications
  - d. corporate communications

*ANSWER:* c

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.16 - LO: 2-5

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Promotion

*TOPICS:* A-Head: Elements of a Marketing Strategy

*KEYWORDS:* Bloom's: Knowledge



135. The marketing mix decisions which are closely regulated and subject to public scrutiny usually relate to a company's \_\_\_\_\_ strategy.

- a. short-term
- b. resource
- c. distribution
- d. pricing

*ANSWER:* d

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.16 - LO: 2-5

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Elements of a Marketing Strategy

*KEYWORDS:* Bloom's: Knowledge

136. A bill passed by the government stipulates the mandatory use of revised engine mapping and particulate filters in the automobile industry. Which of the following factors of the marketing environment has affected the automobile industry in this scenario?

- a. competitive
- b. political-legal
- c. economic
- d. social-cultural

*ANSWER:* b

*POINTS:* 1

*DIFFICULTY:* Difficulty: Challenging

*LEARNING OBJECTIVES:* CMKT.BOKU.14.16 - LO: 2-5

*NATIONAL STANDARDS:* United States - BUSPROG: Reflective Thinking

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Elements of a Marketing Strategy

*KEYWORDS:* Bloom's: Application

137. The rule of three states that the three leading firms in an industry will control \_\_\_\_\_ percent of the market.
- a. less than 25
  - b. less than 50
  - c. between 70 and 90
  - d. 100

*ANSWER:* c

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.16 - LO: 2-5

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Elements of a Marketing Strategy

*KEYWORDS:* Bloom's: Knowledge

138. An international apparel manufacturer changed its pricing strategy as it entered a new market where recessionary trends are being observed. This implies that the \_\_\_\_\_ factors of the marketing environment led the firm to change its pricing decisions.
- a. legal
  - b. political
  - c. environmental
  - d. economic

*ANSWER:* d

*POINTS:* 1

*DIFFICULTY:* Difficulty: Challenging

*LEARNING OBJECTIVES:* CMKT.BOKU.14.16 - LO: 2-5

*NATIONAL STANDARDS:* United States - BUSPROG: Reflective Thinking

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Elements of a Marketing Strategy

*KEYWORDS:* Bloom's: Application

139. Carmen is a marketer for a global consumer products company. She is designing a promotional campaign for a foreign market and wants to ensure that the promotional campaign is clearly understood by the target consumers. She is also taking special care to see that the campaign is free from controversies and does not inadvertently offend anyone. In this scenario, Carmen is specifically trying to take into account variables of the country's \_\_\_\_\_ environment.
- a. social-cultural
  - b. political-legal
  - c. competitive
  - d. economic

*ANSWER:* a

*POINTS:* 1

*DIFFICULTY:* Difficulty: Challenging

*LEARNING OBJECTIVES:* CMKT.BOKU.14.16 - LO: 2-5

*NATIONAL STANDARDS:* United States - BUSPROG: Reflective Thinking

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Elements of a Marketing Strategy

*KEYWORDS:* Bloom's: Application

140. As chief executive of Stalwart Shipfitting Company, a diversified producer of marine supplies and equipment, John needs a method for spotting promising product lines that warrant commitment of additional resources, as well as those that should be removed from the firm's product portfolio. A good choice for this firm at this stage would be to use:
- a. computer models.
  - b. strategic business units.
  - c. a marketing audit.
  - d. an industry analysis.

*ANSWER:* b

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*LEARNING OBJECTIVES:* CMKT.BOKU.14.17 - LO: 2-6

*NATIONAL STANDARDS:* United States - BUSPROG: Reflective Thinking

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Methods for Marketing Planning

*KEYWORDS:* Bloom's: Application

141. The strategic business unit (SBU) concept is best identified as a:

- a. planning tool that separates tactical and operational issues for analysis.
- b. strategic approach used primarily to separate marketing costs from production expenses.
- c. marketing planning tool that best suits the needs of large, diversified organizations.
- d. marketing approach appropriate for small enterprises producing a single product.

*ANSWER:* c

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.17 - LO: 2-6

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Methods for Marketing Planning

*KEYWORDS:* Bloom's: Knowledge

142. Which of the following is true of a strategic business unit?

- a. A strategic unit directly adopts the mission of its parent organization.
- b. Each strategic unit depends on plans of the other units in the organization.
- c. A strategic unit has its own managers, resources, objectives, and competitors.
- d. A strategic unit is a key business unit within a small company that does not differ significantly from the parent company.

*ANSWER:* c

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*LEARNING OBJECTIVES:* CMKT.BOKU.14.17 - LO: 2-6

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Methods for Marketing Planning

*KEYWORDS:* Bloom's: Comprehension

143. In a(n) \_\_\_\_\_, firms evaluate their products and divisions to determine the strongest and weakest.
- a. organizational appraisal
  - b. market analysis
  - c. utilization analysis
  - d. portfolio analysis

*ANSWER:* d

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.17 - LO: 2-6

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Methods for Marketing Planning

*KEYWORDS:* Bloom's: Knowledge

144. The performance framework developed by the Boston Consulting Group (BCG) plots:
- a. market share against market growth potential.
  - b. market attractiveness against number of product lines.
  - c. current market conditions against past trends.
  - d. performance in test markets before a full-scale rollout.

*ANSWER:* a

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.17 - LO: 2-6

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Methods for Marketing Planning

*KEYWORDS:* Bloom's: Knowledge

145. The quadrant of the BCG market share/market growth matrix that represents both a high market share and a high rate of market growth represents the:

- a. cash cows.
- b. innovators.
- c. stars.
- d. strivers.

*ANSWER:* c

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.17 - LO: 2-6

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Methods for Marketing Planning

*KEYWORDS:* Bloom's: Knowledge

146. Microsoft Windows generates considerable income for its parent company but is expensive to support. However, the expense is acceptable because Windows is the world's dominant operating system. Based on this information, Windows would be categorized under the BCG market share/market growth matrix as a:

- a. star.
- b. cash cow.
- c. question mark.
- d. dog.

*ANSWER:* a

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*LEARNING OBJECTIVES:* CMKT.BOKU.14.17 - LO: 2-6

*NATIONAL STANDARDS:* United States - BUSPROG: Reflective Thinking

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Methods for Marketing Planning

*KEYWORDS:* Bloom's: Application

147. According to the BCG market share/market growth matrix, the SBU that produces strong cash flows which can be used to finance the growth of other SBUs is the:
- a. dog.
  - b. question mark.
  - c. cash cow.
  - d. laggard.

*ANSWER:* c

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.17 - LO: 2-6

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Methods for Marketing Planning

*KEYWORDS:* Bloom's: Knowledge

148. According to the BCG market share/market growth matrix, the revenues earned from cash cows should be used to finance the growth of:
- a. question marks and dogs.
  - b. dogs and stars.
  - c. stars and question marks.
  - d. question marks and cash cows.

*ANSWER:* c

*POINTS:* 1

*DIFFICULTY:* Difficulty: Moderate

*LEARNING OBJECTIVES:* CMKT.BOKU.14.17 - LO: 2-6

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Methods for Marketing Planning

*KEYWORDS:* Bloom's: Comprehension

149. One of General Electric's business units produces a variety of light bulbs and generates healthy revenue. The revenues of this business unit are used to finance the growth of other business units with higher growth potentials. How would this unit be classified on the BCG market share/market growth matrix?

- a. Cash cow
- b. Star
- c. Question mark
- d. Dog

**ANSWER:** a

**POINTS:** 1

**DIFFICULTY:** Difficulty: Challenging

**LEARNING OBJECTIVES:** CMKT.BOKU.14.17 - LO: 2-6

**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking

**STATE STANDARDS:** United States - AK - DISC: Marketing Plan

**TOPICS:** A-Head: Methods for Marketing Planning

**KEYWORDS:** Bloom's: Application

150. The BCG market share/market growth matrix classifies products with a low relative share of a high-growth market as \_\_\_\_\_.

- a. stars
- b. question marks
- c. cash cows
- d. dogs

**ANSWER:** b

**POINTS:** 1

**DIFFICULTY:** Difficulty: Easy

**LEARNING OBJECTIVES:** CMKT.BOKU.14.17 - LO: 2-6

**NATIONAL STANDARDS:** United States - BUSPROG: Analytic

**STATE STANDARDS:** United States - AK - DISC: Marketing Plan

**TOPICS:** A-Head: Methods for Marketing Planning

**KEYWORDS:** Bloom's: Knowledge



151. In terms of the BCG Matrix, which of the following SBUs are characterized by earning only low market shares in low-growth markets?
- a. Stars
  - b. Question marks
  - c. Dogs
  - d. Cash cows

*ANSWER:* c

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.17 - LO: 2-6

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Methods for Marketing Planning

*KEYWORDS:* Bloom's: Knowledge

152. YOU Inc., a radio cassette manufacturer, sold its business due to poor market shares. According to the BCG Matrix, the firm sold its business because the business had become a \_\_\_\_\_ as seen in its poor prospects and performance.
- a. star
  - b. question mark
  - c. cash cow
  - d. dog

*ANSWER:* d

*POINTS:* 1

*DIFFICULTY:* Difficulty: Challenging

*LEARNING OBJECTIVES:* CMKT.BOKU.14.17 - LO: 2-6

*NATIONAL STANDARDS:* United States - BUSPROG: Reflective Thinking

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Methods for Marketing Planning

*KEYWORDS:* Bloom's: Application

153. According to the BCG market share/market growth matrix, \_\_\_\_\_ typically require more cash than they generate.
- a. cash cows
  - b. stars
  - c. question marks
  - d. achievers

*ANSWER:* c

*POINTS:* 1

*DIFFICULTY:* Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.17 - LO: 2-6

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Methods for Marketing Planning

*KEYWORDS:* Bloom's: Knowledge

154. The product manager for a line of mousetraps informs the board of directors at the company's annual meeting that the product has been classified as a 'dog' according to the BCG market share/market growth matrix. This means the product:
- a. requires a "go/no go" decision within the next several years.
  - b. has low market share of a high-growth rate market.
  - c. should be withdrawn from the market or sold off as quickly as possible.
  - d. needs heavy investment to make it a star.

*ANSWER:* c

*POINTS:* 1

*DIFFICULTY:* Difficulty: Challenging

*LEARNING OBJECTIVES:* CMKT.BOKU.14.17 - LO: 2-6

*NATIONAL STANDARDS:* United States - BUSPROG: Reflective Thinking

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan

*TOPICS:* A-Head: Methods for Marketing Planning

*KEYWORDS:* Bloom's: Application

155. Define and explain the term “planning” in the context of marketing.

**ANSWER:** Planning is the process of anticipating future events and conditions and determining the best way to achieve organizational objectives. Planning is a continuous process that includes identifying objectives and then determining the actions through which a firm can attain those objectives. The planning process creates a blueprint for marketers, executives, production staff, and everyone else in the organization to follow for achieving organizational objectives. It also defines checkpoints so that people within the organization can compare actual performance with expectations to indicate whether current activities are moving the organization toward its objectives. Before marketing planning begins, an organization must define its objectives.

**POINTS:** 1

**DIFFICULTY:** Difficulty: Easy

**LEARNING OBJECTIVES:** CMKT.BOKU.14.12 - LO: 2-1

**NATIONAL STANDARDS:** United States - BUSPROG: Analytic

**STATE STANDARDS:** United States - AK - DISC: Marketing Plan

**TOPICS:** A-Head: Marketing Planning: The Basis for Strategy and Tactics

**KEYWORDS:** Bloom's: Knowledge

156. Define marketing planning.

**ANSWER:** Marketing planning is the process of implementing planning activities devoted to achieving the marketing objectives. It establishes the basis for a marketing strategy. Product lines, pricing decisions, selection of appropriate distribution channels, and decisions relating to promotional campaigns all depend on plans formulated within the marketing organization.

**POINTS:** 1

**DIFFICULTY:** Difficulty: Easy

**LEARNING OBJECTIVES:** CMKT.BOKU.14.12 - LO: 2-1

**NATIONAL STANDARDS:** United States - BUSPROG: Analytic

**STATE STANDARDS:** United States - AK - DISC: Marketing Plan

**TOPICS:** A-Head: Marketing Planning: The Basis for Strategy and Tactics

**KEYWORDS:** Bloom's: Knowledge

157. How does planning differ at various levels of organizational management?

**ANSWER:**

- a) Top managers spend greater proportions of their time engaged in strategic planning than managers at middle and supervisory levels.
- b) Middle-level managers tend to focus on operational planning, which involves creating and implementing tactical plans for their own departments.
- c) Supervisory personnel engage in developing daily and weekly programs for meeting the goals in their areas of responsibility.

**POINTS:** 1

**DIFFICULTY:** Difficulty: Easy

**LEARNING OBJECTIVES:** CMKT.BOKU.14.12 - LO: 2-1

**NATIONAL STANDARDS:** United States - BUSPROG: Analytic

**STATE STANDARDS:** United States - AK - DISC: Marketing Plan

**TOPICS:** A-Head: Marketing Planning: The Basis for Strategy and Tactics

**KEYWORDS:** Bloom's: Knowledge

158. Describe the aspects of strategic and tactical planning.

**ANSWER:**

Strategic planning is the process of determining an organization's primary objectives and adopting courses of action that will achieve these objectives. Strategic planning has a critical impact on the organization's destiny because it provides long-term direction for its decision makers.

Tactical planning guides the implementation of activities specified in the strategic plan.

Tactical plans are usually shorter in duration than strategic plans and focus on current and near-future activities that a firm must complete to implement the larger strategies.

**POINTS:** 1

**DIFFICULTY:** Difficulty: Easy

**LEARNING OBJECTIVES:** CMKT.BOKU.14.12 - LO: 2-1

**NATIONAL STANDARDS:** United States - BUSPROG: Analytic

**STATE STANDARDS:** United States - AK - DISC: Marketing Plan

**TOPICS:** A-Head: Marketing Planning: The Basis for Strategy and Tactics

**KEYWORDS:** Bloom's: Knowledge

159. Distinguish between an organization's mission and its objectives. Provide an example of each.

**ANSWER:** An organization's mission is its essential purpose that differentiates it from other organizations. An example of a mission statement is: "To be regarded as the quality and market leader of the hotel industry worldwide."  
Objectives are organizational goals and guide the development of supporting marketing objectives and plans. Well-conceived objectives should state relatively specific intentions. An example of an objective is: "attain a 20 percent share of the market by 2010."

**POINTS:** 1

**DIFFICULTY:** Difficulty: Moderate

**LEARNING OBJECTIVES:** CMKT.BOKU.14.14 - LO: 2-3

**NATIONAL STANDARDS:** United States - BUSPROG: Analytic

**STATE STANDARDS:** United States - AK - DISC: Marketing Plan

**TOPICS:** A-Head: Defining the Organization's Mission and Objectives

**KEYWORDS:** Bloom's: Comprehension

160. What is a marketing strategy? Explain the process of implementing the marketing strategy into action.

**ANSWER:** A marketing strategy is an overall, companywide program for selecting a particular target market and then satisfying consumers in that market through a careful blending of the elements of the marketing mix—product, distribution, promotion, and price—each of which is a component of the overall marketing strategy.  
In the two final steps of the planning process, marketers put the marketing strategy into action; then they monitor performance to ensure that objectives are achieved. Sometimes strategies need to be modified if the product's or company's actual performance is not in line with expected results.

**POINTS:** 1

**DIFFICULTY:** Difficulty: Easy

**LEARNING OBJECTIVES:** CMKT.BOKU.14.14 - LO: 2-3

**NATIONAL STANDARDS:** United States - BUSPROG: Analytic

**STATE STANDARDS:** United States - AK - DISC: Marketing Plan

**TOPICS:** A-Head: Defining the Organization's Mission and Objectives

**KEYWORDS:** Bloom's: Knowledge

161. Describe the structure and dynamics of Porter's Five Forces model. How has the Internet affected the operation of this model?

**ANSWER:**

Michael E. Porter identified five competitive forces that influence planning strategies in a model called Porter's Five Forces. They are potential new entrants, the bargaining power of buyers, the bargaining power of suppliers, threat of substitute products, and rivalry among competitors. The first four forces influence the fifth force.

Potential new entrants are sometimes blocked by the cost or difficulty of entering a market. The Internet has reduced the barriers to market entry in many industries. If customers have considerable bargaining power, they can greatly influence a firm's strategy. The Internet can increase a customer's buying power by providing information that might not otherwise be easily accessible. The number of suppliers available to a manufacturer or retailer affects their bargaining power. If customers have the opportunity to replace a company's products with goods or services from a competing firm or industry, the company's marketers may have to find a new market, change prices, or compete in other ways to maintain an advantage. The four previous forces influence the rivalry among competitors. In addition, issues such as cost and differentiation or lack of differentiation of products—along with the Internet—influence the strategies that companies use to stand out from their competitors. With increased availability of information, which tends to level the playing field, rivalry heats up among competitors, who try to differentiate themselves from the crowd.

The Internet has increased the speed and availability of information that the customers, suppliers, and competitors can use to make decisions. This leads to leveling of the competitive playing field which, in turn, increases the marketing challenge to stand out from the pack of competitors.

**POINTS:**

1

**DIFFICULTY:**

Difficulty: Moderate

**LEARNING OBJECTIVES:** CMKT.BOKU.14.15 - LO: 2-4

**NATIONAL STANDARDS:** United States - BUSPROG: Analytic

**STATE STANDARDS:** United States - AK - DISC: Marketing Plan

**TOPICS:**

A-Head: Successful Strategies: Tools and Techniques

**KEYWORDS:**

Bloom's: Comprehension

162. Explain the forces that influence the rivalry among competitors in Porter's Five Forces Model.

**ANSWER:** The four forces of Porter Five Forces Model including potential new entrants, bargaining power of buyers, bargaining power of suppliers, and threat of substitute products influence the rivalry among competitors. In addition, issues such as cost and differentiation or lack of differentiation of products—along with the Internet—influence the strategies that companies use to stand out from their competitors. With increased availability of information, which tends to level the playing field, rivalry heats up among competitors who try to differentiate themselves from the crowd.

**POINTS:** 1

**DIFFICULTY:** Difficulty: Easy

**LEARNING OBJECTIVES:** CMKT.BOKU.14.15 - LO: 2-4

**NATIONAL STANDARDS:** United States - BUSPROG: Analytic

**STATE STANDARDS:** United States - AK - DISC: Marketing Plan

**TOPICS:** A-Head: Successful Strategies: Tools and Techniques

**KEYWORDS:** Bloom's: Knowledge

163. Explain the difference between a first-mover and a second-mover strategy. Give examples of companies that have followed each strategy.

**ANSWER:** The first-mover strategy is based on the notion that the company who is first to offer a product in the marketplace will capture the greatest market share and be the long-term winner. Being the first can also refer to entering new markets with existing products or creating significant innovations that effectively turn an old product into a new one. An example of a successful first mover is eBay. The second-mover strategy, on the other hand, is based on the notion that the best way to gain advantage in the marketplace is to closely observe the innovations of first movers and then improve on them. Microsoft is famous for adopting a second-mover strategy.

**POINTS:** 1

**DIFFICULTY:** Difficulty: Moderate

**LEARNING OBJECTIVES:** CMKT.BOKU.14.15 - LO: 2-4

**NATIONAL STANDARDS:** United States - BUSPROG: Analytic

**STATE STANDARDS:** United States - AK - DISC: Marketing Plan

**TOPICS:** A-Head: Successful Strategies: Tools and Techniques

**KEYWORDS:** Bloom's: Comprehension

164. Define SWOT analysis and explain its importance.

**ANSWER:** SWOT analysis is an important strategic planning tool that assists planners in their planning task.

SWOT stands for strengths, weaknesses, opportunities, and threats. The analysis provides managers with a critical view of an organization's internal and external environment and helps them evaluate the firm's fulfillment of its basic mission.

- a) The analysis allows planners to match the firm's internal strengths with external opportunities to secure organizational leverage in the marketplace.
- b) It further assists the firm in recognizing internal weaknesses that might prevent capitalizing on opportunities, which would constrain its activities.
- c) SWOT analysis aids in the identification of environmental threats to the firm's strengths that could lead to vulnerabilities.
- d) Finally, SWOT analysis helps spot internal weaknesses that environmental threats might attack, which would present the firm with problems.
- e)

**POINTS:** 1

**DIFFICULTY:** Difficulty: Easy

**LEARNING OBJECTIVES:** CMKT.BOKU.14.15 - LO: 2-4

**NATIONAL STANDARDS:** United States - BUSPROG: Analytic

**STATE STANDARDS:** United States - AK - DISC: Marketing Plan

**TOPICS:** A-Head: Successful Strategies: Tools and Techniques

**KEYWORDS:** Bloom's: Knowledge

165. What is a strategic window? Give an example of a strategic window that exists today.

**ANSWER:** A strategic window is a limited period during which the key requirements of a market and the particular competencies of a firm best fit together.

The growth of China has increased the number of strategic windows as their demand for products increases. The auto industry, in particular, is facing a strategic window as the demand for automobiles rises in the Chinese market.

**POINTS:** 1

**DIFFICULTY:** Difficulty: Moderate

**LEARNING OBJECTIVES:** CMKT.BOKU.14.15 - LO: 2-4

**NATIONAL STANDARDS:** United States - BUSPROG: Reflective Thinking

**STATE STANDARDS:** United States - AK - DISC: Marketing Plan

**TOPICS:** A-Head: Successful Strategies: Tools and Techniques

**KEYWORDS:** Bloom's: Application



166. Describe the basic elements of a marketing strategy.

**ANSWER:** Success for a product in the marketplace—whether it is a tangible good, a service, a cause, a person, a place, or an organization—depends on an effective marketing strategy. An effective marketing strategy reaches the right buyers at the right time, persuades them to try the product, and develops a strong relationship with them over time. The basic elements of a marketing strategy consist of (1) the target market and (2) the marketing mix variables of product, distribution, promotion, and price that combine to satisfy the needs of the target market.

**POINTS:** 1

**DIFFICULTY:** Difficulty: Easy

**LEARNING OBJECTIVES:** CMKT.BOKU.14.16 - LO: 2-5

**NATIONAL STANDARDS:** United States - BUSPROG: Analytic

**STATE STANDARDS:** United States - AK - DISC: Marketing Plan

**TOPICS:** A-Head: Elements of a Marketing Strategy

**KEYWORDS:** Bloom's: Knowledge

167. What is a marketing mix? In order for a product to succeed, what can be said about the variables in the marketing mix?

**ANSWER:** The marketing mix variables - product, distribution, promotion, and price - are combined to satisfy the needs of the target market. Product is a broad concept encompassing goods, services and ideas, but also including the satisfaction of all consumer needs with respect to the relevant good, service, or idea. Distribution refers to getting products to consumers in the right quantities, at the right place, and at the right times. Promotion refers to the communications that link buyers and sellers. Pricing deals with the means of setting justifiable and profitable prices. Successful products have a marketing mix where all variables are on target. Great pricing, product, and promotion mean nothing if the customer cannot find the product. Lack of promotion could leave a great product gathering dust on retail shelves.

**POINTS:** 1

**DIFFICULTY:** Difficulty: Easy

**LEARNING OBJECTIVES:** CMKT.BOKU.14.16 - LO: 2-5

**NATIONAL STANDARDS:** United States - BUSPROG: Analytic

**STATE STANDARDS:** United States - AK - DISC: Marketing Plan

**TOPICS:** A-Head: Elements of a Marketing Strategy

**KEYWORDS:** Bloom's: Knowledge

168. What does a distribution strategy involve? Define two marketing channels.

**ANSWER:** Marketers develop distribution strategies to ensure that consumers find their products in the proper quantities at the right times and places. Distribution decisions involve modes of transportation, warehousing, inventory control, order processing, and selection of marketing channels. Marketing channels are intermediaries that may be involved in a product's movement from the producer to the final consumers. Technology continually opens new channels of distribution in many industries. The Internet has caused the biggest revolution in distribution since the mail-order catalog.  
Two important types of marketing channels are wholesalers and retailers.

**POINTS:** 1

**DIFFICULTY:** Difficulty: Moderate

**LEARNING OBJECTIVES:** CMKT.BOKU.14.16 - LO: 2-5

**NATIONAL STANDARDS:** United States - BUSPROG: Analytic

**STATE STANDARDS:** United States - AK - DISC: Distribution

**TOPICS:** A-Head: Elements of a Marketing Strategy

**KEYWORDS:** Bloom's: Knowledge

169. Discuss pricing strategy in the marketing mix and its relevance in the changing economy.

**ANSWER:** Pricing strategy deals with the methods of setting profitable and justifiable prices. It is closely regulated and subject to considerable public scrutiny. One of the many factors that influence a marketer's pricing strategy is competition. A good pricing strategy should create value for customers, building and strengthening their relationship with a firm and its products. But sometimes conditions in the external marketing environment cause difficulties in pricing strategies. Political unrest overseas, the soaring price of fuel, or a freeze that destroys crops could all affect the price of goods and services. If the economy is booming, consumers generally have more confidence and are willing to shop more often and pay more for discretionary goods. But when the economy takes a downturn, consumers look for bargains—they want high quality at low prices. It is a challenge for marketers to strike the right balance in order to make enough profits to survive and grow.

**POINTS:** 1

**DIFFICULTY:** Difficulty: Easy

**LEARNING OBJECTIVES:** CMKT.BOKU.14.16 - LO: 2-5

**NATIONAL STANDARDS:** United States - BUSPROG: Analytic

**STATE STANDARDS:** United States - AK - DISC: Strategy

**TOPICS:** A-Head: Elements of a Marketing Strategy

**KEYWORDS:** Bloom's: Knowledge

170. List the environmental characteristics that influence strategic decisions. What is the 'rule of three?' Provide an example of this phenomenon.

**ANSWER:** Marketers do not make decisions about target markets and marketing mix variables in a vacuum. They must take into account the dynamic nature of the five dimensions of the marketing environment, i.e., competitive, political-legal, economic, technological, and social-cultural factors.  
In the competitive environment, some experts have coined the phrase 'rule of three,' meaning that in any industry, the three strongest, most efficient companies dominate between 70 and 90 percent of the competitive market. For example, the pharmaceutical industry is dominated by Merck, Pfizer, and Bristol-Myers Squibb.

**POINTS:** 1

**DIFFICULTY:** Difficulty: Easy

**LEARNING OBJECTIVES:** CMKT.BOKU.14.16 - LO: 2-5

**NATIONAL STANDARDS:** United States - BUSPROG: Analytic

**STATE STANDARDS:** United States - AK - DISC: Marketing Plan

**TOPICS:** A-Head: Elements of a Marketing Strategy

**KEYWORDS:** Bloom's: Knowledge

171. Describe the strategic business unit concept.

**ANSWER:** Strategic business units (SBUs) are key business units within diversified firms. Each SBU has its own managers, resources, objectives, and competitors. A division, product line, or single product may define the boundaries of an SBU. Each SBU pursues its own distinct mission and often develops its own plans independently of other units in the organization. Strategic business units, also called categories, focus the attention of company managers so that they can respond effectively to changing consumer demand within limited markets. Companies may have to redefine their SBUs as market conditions dictate.

**POINTS:** 1

**DIFFICULTY:** Difficulty: Easy

**LEARNING OBJECTIVES:** CMKT.BOKU.14.17 - LO: 2-6

**NATIONAL STANDARDS:** United States - BUSPROG: Analytic

**STATE STANDARDS:** United States - AK - DISC: Strategy

**TOPICS:** A-Head: Methods for Marketing Planning

**KEYWORDS:** Bloom's: Knowledge

172. Describe the market share/market growth matrix.

**ANSWER:**

The market share/market growth matrix places business units in a four-quadrant chart that plots market share - the percentage of the market the firm controls - against market growth potential.

Stars are units with high market shares and high growth potential. The firm should invest more funds for future growth.

Cash cows are units with high market shares but low growth potential. They generate strong cash flows that should be used to finance the growth of stars.

Question marks are units with low market shares but high growth potential. The firm needs to watch these units carefully, making prudent investment decisions.

These units typically use more cash than they generate.

Dogs are units with low market shares and low growth potential. These units are least attractive and the firm should consider withdrawal.

**POINTS:**

1

**DIFFICULTY:**

Difficulty: Easy

**LEARNING OBJECTIVES:** CMKT.BOKU.14.17 - LO: 2-6

**NATIONAL STANDARDS:** United States - BUSPROG: Analytic

**STATE STANDARDS:** United States - AK - DISC: Marketing Plan

**TOPICS:**

A-Head: Methods for Marketing Planning

**KEYWORDS:**

Bloom's: Knowledge

*Match each definition to the corresponding term.*

- a. planning
- b. marketing planning
- c. strategic planning
- d. tactical planning
- e. cash cows
- f. first mover strategy
- g. SWOT analysis
- h. strategic window
- i. marketing mix
- j. product strategy
- k. strategic business units
- l. Porter's Five Forces
- m. marketing strategy
- n. dogs
- o. stars
- p. annual growth rate

**DIFFICULTY:**

Difficulty: Easy

*LEARNING OBJECTIVES:* CMKT.BOKU.14.12 - LO: 2-1  
CMKT.BOKU.14.14 - LO: 2-3  
CMKT.BOKU.14.15 - LO: 2-4  
CMKT.BOKU.14.16 - LO: 2-5  
CMKT.BOKU.14.17 - LO: 2-6

*NATIONAL STANDARDS:* United States - BUSPROG: Analytic

*STATE STANDARDS:* United States - AK - DISC: Marketing Plan  
United States - AK - DISC: Strategy

*TOPICS:* A-Head: Marketing Planning: The Basis for Strategy and Tactics  
A-Head: Defining the Organization's Mission and Objectives  
A-Head: Successful Strategies: Tools and Techniques  
A-Head: Elements of a Marketing Strategy  
A-Head: Methods for Marketing Planning

*KEYWORDS:* Bloom's: Knowledge

173. \_\_\_\_\_ is the process of anticipating future events and conditions and determining the best way to achieve organizational objectives.

*ANSWER:* a

*POINTS:* 1

174. The \_\_\_\_\_ process involves implementing planning activities devoted to achieving marketing objectives.

*ANSWER:* b

*POINTS:* 1

175. The process of determining an organization's primary objectives and adopting courses of action that will achieve these objectives is known as \_\_\_\_\_.

*ANSWER:* c

*POINTS:* 1

176. Strategic planning is complemented by \_\_\_\_\_ which guides the implementation of activities specified in the strategic plan.

*ANSWER:* d

*POINTS:* 1

177. A \_\_\_\_\_ is the overall, companywide program for selecting a particular target market and then satisfying consumers in that market through the marketing mix.

*ANSWER:* m

*POINTS:* 1

178. The \_\_\_\_\_ is the blending of the four strategy elements to fit the needs and preferences of a specific target market.

*ANSWER:* i

*POINTS:* 1

179. \_\_\_\_\_ identifies five competitive forces that influence planning strategies.

ANSWER: l

POINTS: 1

180. A firm that adopts a \_\_\_\_\_, attempts to capture the greatest market share and develop long-term relationships by being the pioneer to enter the market with a good or service.

ANSWER: f

POINTS: 1

181. \_\_\_\_\_ is a review that helps planners compare internal organizational strengths and weaknesses with external opportunities and threats.

ANSWER: g

POINTS: 1

182. Limited periods during which the key requirements of a market and the resources and skills of an organization best fit together are called the \_\_\_\_\_.

ANSWER: h

POINTS: 1

183. \_\_\_\_\_ primarily involves decisions concerning the goods and services to be offered by a firm.

ANSWER: j

POINTS: 1

184. \_\_\_\_\_ are key business units within diversified firms.

ANSWER: k

POINTS: 1

185. \_\_\_\_\_ represent units with high market shares in high-growth markets.

ANSWER: o

POINTS: 1

186. In the BCG matrix, the position of an SBU along the vertical axis indicates the \_\_\_\_\_ of the market.

ANSWER: p

POINTS: 1

187. \_\_\_\_\_ command high market shares in low-growth markets.

ANSWER: e

POINTS: 1

02 Strategic Planning in Contemporary Marketing

188. SBUs in the category of \_\_\_\_\_ promise poor future prospects, and marketers should withdraw from these businesses or product lines as quickly as possible.

*ANSWER:* n

*POINTS:* 1