

Examiner's comments:

In previous examinations many candidates have struggled with financial questions and yet this is an important part of the syllabus. More attention is required in this area and it will remain an important topic for examination.

Very few candidates handled this question well.

This question required candidates to critically evaluate a statement about shareholder value. Many candidates answered this question without any reference to the statement and therefore did not achieve many marks. Again I must stress that candidates **MUST** do exactly what the examiner asks for. If you are asked to evaluate a statement you must evaluate that statement.

Other candidates totally failed to critically evaluate. At Level 6 candidates must be able to critically evaluate. Here candidates were required to explain the arguments for supporting the statement and disagreeing with it. Both sides of the argument are required.

Finally very few candidates demonstrated a clear understanding of shareholder value and therefore achieved very few marks.

Tutors really must focus much more on the financial aspects of strategic marketing management.

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way communication, a complaints telephone or internet hotline, suggestion boxes, in-house newsletters, magazines or videos, job exchanges, 360 degree appraisal, team building days etc. Very few acceptable answers were provided. Clearly very few candidates fully understood the importance of internal marketing or the tools or techniques available.

Part (b) Here candidates were required to assess the characteristics of an effective internal marketing programme. Again only a few candidates provided good answers. The characteristics expected included such things as an acceptance of its importance by senior management, a willingness to change, the development and communication of clear values, the empowerment of staff, a commitment to staff development and training, the development of strong teams, the development of effective feedback systems etc.

Sadly far too many answers were totally irrelevant and demonstrated a lack of understanding of this learning outcome.

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