



THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

A. M. E. C. E. A

P.O. Box 62157

00200 Nairobi - KENYA

Telephone: 891601-6

MAIN EXAMINATION

JANUARY – APRIL 2019 TRIMESTER

FACULTY OF COMMERCE

MBA REGULAR / ODEL PROGRAMME

CMK 612: STRATEGIC MARKETING MANAGEMENT

Date: APRIL 2019

Duration: 3 Hours

INSTRUCTIONS: Answer any FOUR Questions

- Q1. As a marketing consultant, you have been hired to analyse the current business portfolios of Turskys Supermarket, using the Boston Consulting Group Matrix (BCG) approach. In your report to the management of Turskys Supermarket discuss how the BCG analyses business portfolios. **(15 Marks)**
- Q2. Competitive advantage is achieved whenever you do something better than competitors. If that something is important to consumers or if a number of small advantages can be combined, you have an exploitable competitive advantage. One or more competitive advantages are usually necessary in order to develop a winning strategy and this in turn should enable a company to achieve above-average growth and profits, (*Davidson, 1987*). With this understanding in mind, critically discuss the sources of competitive advantage for a firm. **(15 marks)**
- Q3. It has long been recognized that market challengers only rarely succeed by relying on just one element of strategy. Instead, the challenging strategy needs to be made up of several strands that, together, provide the basis for competitive advantage. As a marketing strategist discuss in detail any FIVE (5) successful strategic elements that a market challenger can use in the market. In each case provide practical examples to support your answer. **(15 marks)**
- Q4. Competitors are organizations that produce goods and service similar to a particular organization's goods and services and compete for the patronage of the same customers. This is one of the most important and potentially most threatening forces that an organization can confront in its industry (market) environment hence competition boils down to serving the same customers and in

this kind of market scenario the only way to create a competitive advantage is for an organization to differentiate its products from competitors' offerings in ways that customers will perceive as adding value. Using Porter's model, (with the aid of a diagram,) discuss the five forces that influence competition in an industry.

(15 marks)

Q5. a) Discuss in detail the dynamics that affect the objective setting in any organisation of your choice. **(10 marks)**

b) How can performance measurement system be improved in modern day business? **(5 marks)**

END