



THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

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MAIN EXAMINATION

JANUARY – APRIL 2014 TRIMESTER

FACULTY OF COMMERCE

DEPARTMENT OF MARKETING AND MANAGEMENT

REGULAR PROGRAMME

CMK 423: STRATEGIC MARKETING

Date: APRIL 2014

Duration: 2 Hours

INSTRUCTIONS: Answer Question ONE and ANY OTHER TWO Questions

- Q1. a) Explain **FOUR** ways that a company can develop competitive advantage. **(8 marks)**
- b) Highlight **THREE** characteristics of strategic decisions. **(3 marks)**
- c) As a marketing strategist, what measures would you put into place to ensure effective control and proper implementation of marketing strategies? **(6 marks)**
- d) Explain **THREE** marketing strategies that you can use in mature and declining markets. **(6 marks)**
- e) Explain why it is necessary to carry out Strategic Business Unit Analysis. **(7 marks)**
- Q2. Using a company operating in Africa, carry out a detailed market analysis and explain its relevance in identifying opportunities and threats existing in the environment. **(20 marks)**

- Q3. As a marketing specialist, your duty is to ensure that your company thrives in a competitive environment. Using a company of your own choice, analyze its internal and micro environment and clearly develop a SWOT grid using the information gained. **(20 marks)**
- Q4. Establish the relationship that exists between environmental analysis, gap analysis, strategy development and implementation. Use practical examples. **(20 marks)**

END