



# THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

**A. M. E. C. E. A**

P.O. Box 62157  
00200 Nairobi - KENYA  
Telephone: 891601-6  
Fax: 254-20-891084  
E-mail: academics@cuea.edu

**MAIN EXAMINATION**

**MAY – JULY 2018 TRIMESTER**

**FACULTY OF COMMERCE**

**MBA PROGRAMME**

**WRITTEN COMPREHENSIVE EXAMINATION**

**MARKETING MANAGEMENT**

**Date: JULY 2018**

**Duration: 3 Hours**

**INSTRUCTIONS: Answer any FOUR Questions**

- Q1. 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 successful strategic marketing strands that a market challenger can use in the market. In each case provide practical examples to support your answer. **[25 Marks]**
- Q2. Research has shown that many companies demonstrate a great deal of confusion about developing a marketing strategy. Critically discuss how companies should approach the process of marketing products and services? **[25 Marks]**
- Q3. It is difficult to effectively cater for everybody in the market place, so businesses will aim their products and services at specific parts of the market. After selecting a segment of the market, businesses should evaluate their choice carefully and ensure that they have made the right decision. If a business begins promoting products at market segments without a full evaluation, it is risking wasting time and money. With this view in mind discuss in detail the criteria used in evaluating the effectiveness of a market segment. **[25 marks]**
- Q4. Growth strategies are designed to promote an organization's continued (long-term) growth. There are three categorizations of growth including: Integrative growth, Intensive growth and Diversification growth. Consider Ansoff's matrix/model and by

looking at the different types of “Intensive growth strategies” ONLY, discuss, with relevant examples where appropriate, the various ways how an organization may use these strategies to grow. **[25 marks]**

Q5. Specifying the criteria by which your choices are to be made among competing alternatives is a crucial step in working towards improved marketing performance. Some researchers such as Peters (1988) argue that at least ten major forces are at work that influence how marketing managers think and how they need to behave, thus make strategic marketing choices. Discuss the major forces that influence how marketing managers think and behave. **[25 Marks]**

Q6. Global competition is intensifying in many product categories. Competition from developing market firms’ is growing. This calls for companies to continuously improve their market offering and expand into foreign markets, however this adventure requires a careful assessment and consideration. Critically analyze the criteria a fast food company would have to address before it could venture into the global markets and the possible expansion mode of entry it may have to use. **[25 Marks]**

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