



MURANG'A UNIVERSITY OF TECHNOLOGY

SCHOOL OF BUSINESS ANDECONOMICS

DEPARTMENT OF COMMERCE

UNIVERSITY ORDINARY EXAMINATION

2020/2021 ACADEMIC YEAR

**THIRD YEAR FIRST SEMESTER EXAMINATION FOR, BACHELOR OF
COMMERCE (MARKETING OPTION)**

BCM 301-STRATEGIC MARKETING MANAGEMENT

DURATION: 2 HOURS

Instructions to candidates:

1. Answer question One and Any Other Two questions.
2. Mobile phones are not allowed in the examination room.
3. You are not allowed to write on this examination question paper.

SECTION A: ANSWER ALL QUESTIONS IN THIS SECTION

QUESTION ONE (30 MARKS)

- a) What do you understand by the term "sustainable competitive advantage" (2marks)
- b) Explain THREE dimensions that should be addressed during strategy formulation. (6marks)
- c) Highlight THREE marketing strategies that can be used at the decline stage of the product life cycle. (3marks)
- d) Outline THREE assumptions of the Boston consultant group (BCG) portfolio matrix model (3marks)
- e) Discuss THREE requirements of effective unrelated segmentation (6marks)
- f) Differentiate between related diversification and unrelated diversification (4marks)
- g) Elaborate on THREE dimensions on which the niche strategies can be based (6marks)

SECTION B – ANSWER ANY TWO QUESTIONS IN THIS SECTION

QUESTION TWO (20 MARKS)

- a) Explain TWO sub systems within the system which influence strategy implementation. (4marks)
- b) Management has to conduct internal analysis of the business skills and assets that contribute to sustained profitability. Discuss THREE non-financial performance measures that can be used to conduct internal analysis (6marks)
- c) Explain THREE distinct shoppers segments from internal shoppers (6marks)
- d) The pre-emptive strategy can lead to a sustainable competitive advantage because it generates a skill or assets that a competitor may find it hard to imitate. Explain TWO other benefits of the pre-emptive strategy (4marks)

QUESTION THREE (20 MARKS)

- a) The traditional approach to identifying competitors involves an industry perspective. Discuss TWO approaches used in identifying competitors (4marks)
- b) Market leaders and other high market share companies are more exposed not only to business risk but also to scrutiny and action by competitors, consumers and the government watchdogs. Explain THREE defensive strategies used by market leaders (6marks)
- c) According to Roger's Theory of innovation, people differ greatly in their readiness to try new products. Discuss Five groups of people based on adoption rates (10marks)

QUESTION FOUR (20 MARKS)

- a) According to the Ansoff's matrix an organization may grow by taking into consideration the product they present to the market and the market it may decide to serve. Giving an example in each case, Differentiate between 'market development' and product development. (6marks)
- b) Outline FOUR limitations of Boston consultation group (BCG) model (4marks)
- c) In developing strategy, it is important to identify assets and competencies that represent areas of strength and weaknesses. Explain three items that should be included in the checklist of competitor's strength and weaknesses (6marks)
- d) Often strategists talk about management implementation skills. Explain TWO managerial skills necessary to facilitate the implementation of marketing strategy (4marks)