



MURANG'A UNIVERSITY OF TECHNOLOGY

SCHOOL OF BUSINESS AND ECONOMICS

DEPARTMENT COMMERCE

UNIVERSITY ORDINARY EXAMINATION

2017/2018 ACADEMIC YEAR

**SECOND YEAR SECOND SEMESTER EXAMINATION FOR
BACHELOR OF PURCHASING AND SUPPLIES MANAGEMENT**

BCM 301 – STRATEGIC MARKETING MANAGEMENT

DURATION: 2 HOURS

DATE: 23RD APRIL, 2018

TIME: 2.00- 4.00 P.M.

Instructions to Candidates:

1. Answer **Question 1** 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

- a) Management of Neptune international, a leading software producer has decided to conduct an internal analysis of the business's skills and assets that contributed to sustained profitability. Describe FIVE key non-financial performance indicators (KPI) that they can use. (10 marks)
- b) Describe FIVE market penetration strategies that can be applied by a firm seeking to gain market share in the short-term and in the long run. (10 marks)
- c) Knowing your competitors is just as important as knowing your customers. Describe FIVE potential competitor strategies. (10 marks)

SECTION B – ANSWER ANY TWO QUESTIONS IN THIS SECTION

QUESTION TWO

In reference to the mobile telecommunication industry in Kenya

- a) Explain FOUR competitive positions. (8 marks)
- b) Describe THREE market leader strategies. (12 marks)

QUESTION THREE

- a) According to Rogers theory of innovation people differ greatly in their readiness to try new products. Using a well-labelled diagram identify FIVE groups of people based on their adoption rate. (12 marks)
- b) Outline FOUR ideal characteristics of strategic Business unit (SBU). (4 marks)
- c) Customer analysis forms part of environment analysis that a marketer should perform before laying out a market strategy. Identify FOUR approaches that can be used to explore customers unmet needs. (4 marks)

QUESTION FOUR

- a) Competitive advantage or edge results from the execution of a strategy not pursued by competing business. Explain FOUR sources of sustainable competitive advantage for a firm pursuing cost leadership. (8 marks)
- b) Explain FOUR Sub-systems within an organization which influence strategy implementation (8 marks)
- c) Strategic planning applies to all levels of an organization. Identify two issues addressed at.
 - i. Corporate level strategy. (2 marks)
 - ii. Strategic Business Unit (SBU) level strategy. (2 marks)