



CENTRAL UNIVERSITY

FAITH • INTEGRITY • EXCELLENCE

END OF SECOND SEMESTER EXAMINATIONS, 2020/2021

CENTRAL BUSINESS SCHOOL
DEPARTMENT OF MARKETING
CBMK 304: STRATEGIC MARKETING MANAGEMENT
(LEVEL 300)
18 SEPTEMBER 2021
TIME ALLOWED: TWO AND HALF (2½) HOURS

INSTRUCTIONS

There are six (6) questions, answer any **four (4)** questions.

Credit will be given for good English, good format and orderly presentation of relevant material

DO NOT OPEN TO THE NEXT PAGE UNTIL YOU ARE TOLD TO DO SO

EXAMINERS: Clemence Alomenu and Michael Mba Allan

Question 1

You work in a large furniture manufacturing company as the Marketing Director. In an attempt to analyze competitive position of your firm, you decided to use value chain analytical technique. Explain how you would conduct a value chain analysis to better identify your company's strengths (capabilities) and weaknesses. **(25 Marks)**

Question 2

You are the marketing manager of a large real estate firm known as ABANA Limited. As a manager you appreciate and understand that change is inevitable and that to succeed your firm must continuously monitor the marketing environment to see what changes may occur in order to adapt your firm's strategies to compete favourably. In your opinion, identify and explain the factors or forces in the macro-environment must ABANA Limited constantly monitor to adapt its strategy? **(25 Marks)**

Question 3

Using an organisation of your choice, distinguish among diversification strategy, product development strategy and market penetration strategy and summarise their value to strategic marketing planning **(25 Marks)**

Question 4

Critically evaluate the value of Boston Consulting Group's growth-share matrix to strategic marketing planning. **(25 Marks).**

Question 5

You work in a large bank as a marketing planner, and you understand that the Porter's Five forces model can help you gain competitive advantage. Identify and explain the five (5) forces and how they determine the nature of competitive rivalry in an industry **(25 Marks)**

Question 6

An organisation's distinctive competencies are very vital for gaining competitive advantage. As the Marketing Consultant to an automobile manufacturing company, identify and explain any six (6) such competencies and show how these can influence the company's operations in gaining a sustainable competitive advantage. **(25 Marks).**