



CENTRAL UNIVERSITY

FAITH • INTEGRITY • EXCELLENCE

END OF SECOND SEMESTER EXAMINATIONS, 2021/2022

CENTRAL BUSINESS SCHOOL
DEPARTMENT OF MARKETING
CBMK 304: STRATEGIC MARKETING MANAGEMENT
(LEVEL 300)
MIOTSO AND CHRIST TEMPLE CAMPUSES
24 JUNE 2022
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

EXAMINER: Clemence Alomenu

Question 1

The resource-based view of the firm can be used in analysing the internal environment of a firm to identify the assets and competencies upon which a strategic position can be built. As the marketing manager of a firm of your choice, explain how customer based and distribution based assets can help this firm develop a successful and sustainable marketing strategy. **(25 Marks)**

Question 2

You work in a large bottled mineral water firm known as Aqua Life Limited. As the manager in charge of marketing you appreciate and understand that changes in the macro environment tend to drive the strategic responses of organizations as they respond to wider opportunities and threats over which they have no control. You are required to identify and explain the factors or forces in the macro-environment that Aqua Life Limited must constantly monitor to adapt its strategy. **(25 Marks)**

Question 3

GOOD NEWS! You are the marketing consultant of Grace Mega Consult and have been approached by a large food processing firm to help better identify the firm's strengths and weaknesses. Your deliberation with the management uncovers that they want to conduct a value chain analysis in order to identify organisational activities upon which to compete to gain competitive advantage in the Ghanaian food processing market. However, management seems not to understand the critical interrelated value-creating activities that can help to create value in practice. Furthermore, in management's concluding remarks, they requested an understanding of the steps involved in conducting value chain analysis. As a marketing consultant, explain to the management of the firm how they can conduct a value chain analysis to better identify the firm's strength (capabilities) and weaknesses **(25 Marks)**

Question 4

You work in a large manufacturing company which intends to grow in its market by pursuing Ansoff's product/market growth strategies employing diversification, product development and market penetration. Explain the diversification strategy, product development strategy and market penetration strategy and summarise their value to strategic marketing planning.

(25 Marks)

Question 5

It has been so far proposed that the best known approach to a firm's product or business portfolio analysis is the Bosting Consulting Group (BCG) growth-share model.

(a) Explain what you understand by the term BCG Growth-Share Matrix including stating assumptions underpinning the concept. **(9 Marks).**

(b) Identify and evaluate the **four types of business options** regarding Boston Consulting Group's growth-share matrix and how each relates to strategic marketing planning using relevant examples where necessary. **(16 Marks).**

Question 6

You are the marketing manager of a Small and Mid-size Enterprise (SME) in Ghana that deals in household furniture and kitchen appliances. You understand that distinctive competencies are very crucial for gaining competitive advantage.

(a) Explain what you understand by the concept of distinctive competencies **(4 Marks)**

(b) Identify and discuss any six (6) distinctive competencies that can distinguish your company from competitors and show how these can influence the company's operations in gaining a sustainable competitive advantage **(21 Marks)**