KENYATTA UNIVERSITY

UNIVERSITY EXAMINATIONS 2017/2018

FIRST SEMESTER EXAMINATION FOR THE DEGREE OF EXECUTIVE MASTER OF BUSINESS ADMINISTRATION

BBE 883: STRATEGIC MARKETING MANAGEMENT

DATE: THURSDAY 28TH NOVEMBER 2017 TIME: 5.30 P.M. - 8.30 P.M.

INSTRUCTIONS:

(i) Answer questions ONE (1) and any other THREE (3) questions.
(ii) Exam Duration: Three (3) Hours.
(iii) Total Marks: Sixty (60).

SECTION A: CASE STUDY – COMPULSORY

As extracted from Nakucity Supermarket's financial results for the year 2002/2003, the Mission Statement states; "Nakucity is the Nation's Supermarket. We are devoted to being the Supermarket of choice for all customers in East Africa. At Nakucity, the Customer wins. We provide an unmatched product range at great value. We are committed to listening to our customers, and to continuously enhancing the quality of our service. We are dedicated to investing in growth across the region".

For about (10) years since year 2003, Nakucity offered unmatched shopping experience to customers in the region. Under the able ownership of Hamisi Nakuru, the supermarket had developed a reputation for quality products and high class shopping facilities. The sudden death three (3) years ago of Mr. Hamisi has threatened the future of the Business. Management of the business is now in the hands of Amina Hamisi, a twenty-four year old eldest child of Mr. Hamisi.

Having gotten over the shock of her father's sudden death, Amina began early last year to examine the workings of Nakucity. She was upset to notice that sales have not expanded in the last two (2) year and profits have actually declined. Amina is disturbed by the results of this review.

Amina is now seeking a growth strategy that fits best with her goal: to have the largest impact on the planet while remaining profitable. She is also thinking about the possibility of securing financing to enable the business to expand operations to three (3) major towns in East Africa, as the company adjusts to new requirements from the government regulating agencies, including competition from other new entrants into the market. With planned introduction of newer technology, Amina seeks to drive sustainability and future profits. The question is: will it work?

Required:

(a) As a consultant called in to advice Amina, conduct a SWOT analysis and recommend to her the way forward if the performance of Nakucity Supermarket is to be improved (10 Marks).

(b) Briefly explain the criteria that can be used to set marketing objectives for Nakucity's sales team for the year 2018, and thus ensure that the set expectations are clear, fair and consistent (10 marks).

(c) With reference to Nakucity Supermarket, explain Ansoff's product growth strategies that can be used to grow the business (10 marks).

SECTION TWO: ATTEMPT ANY THREE (3) QUESTIONS

QUESTION TWO:

Increased concern about the environment has created fresh interests in the issues of ethics and social responsibility for business enterprises.

Required:

With reference to a marketing oriented organization you are familiar with, identify and discuss in detail at least five (5) issues you consider to be the most important ethical and social corporate responsibility issues that your chosen company currently faces (10 marks)

QUESTION THREE:

One tool of evaluating Strategic Business Units is the BCG Growth-share matrix, which is a planning method that evaluates a company's SBUs in terms of its market growth rate and relative market share.

Required:

With reference to a marketing oriented organization you are familiar with, identify and explain the BCG Growth share matrix and how this can be used in choosing an appropriate strategy for your given company (10 marks).

QUESTION FOUR:

Globalization has benefited many organizations via the creation of new markets, while at the same time, has presented serious new challenges in seeking to achieve desired customer service, quality, cash, cost, responsiveness, and innovation standards

Required:

With reference to a marketing oriented organization you are familiar with, discuss at least fiv major challenges that globalization has presented to marketing executives, including how .o overcome each of your identified challenges for your chosen company (10 marks).

QUESTION FIVE:

Strategic and tactical wear-out is the problem that any organization will face if it retains its current strategies and tactics without any review or consideration of changed circumstances in its operating environment.

Required:

Using an organization of your choice, discuss the reasons why such an organization would be facing strategic and tactical wear-out and what can be done to overcome the same (10 marks).

****