



# The Co-operative University of Kenya

**END OF SEMESTER EXAMINATION DECEMBER-2019**

**EXAMINATION FOR THE DEGREE OF BACHELOR OF CO-OPERATIVE**

**BUSINESS**

**UNIT CODE: HBM 2401**

**UNIT TITLE: STRATEGIC MARKETING**

**DATE: DECEMBER, 2019**

**TIME:**

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**INSTRUCTIONS:**

- Answer question **ONE (compulsory)** and any other **TWO** questions

**QUESTION ONE**

- (a) Discuss Porters (1980) generic strategies framework. (10 marks)
- (b) Explain the ethical issues in strategic marketing for businesses (10 marks)
- (c) Discuss the contingency planning process of the marketing metrics (10 marks)

**QUESTION TWO**

- (a) Describe the key activities to be considered during each stage of the Product Life Cycle. (10 marks)
- (b) Discuss the leapfrog and Frontal attack strategies (10 marks)

**QUESTION THREE**

- (a) Differences between corporate strategy and marketing strategy. (10 marks)
- (b) The BCG matrix is one of the tools used by marketing strategists in developing strategies to be pursued by the firm. Clearly illustrate the BCG matrix with the aid of a clearly labeled diagram. (10 marks)

**QUESTION FOUR**

- (a) Describe the activities associated with each stage of the New Product Development Process. (10 marks)
- (b) ‘...mission statements often contain so many common elements that some have questioned whether having a mission statement even creates value for a firm. Moreover, even if a mission statement does say something unique about a company, if that mission statement does not influence behaviour throughout an organization, it is unlikely to have much impact on a firm’s actions’ (J.B. Barney and W.S. Hesterly, 2010). Discuss this statement. (10 marks)

**QUESTION FIVE**

- a) It is important for a company to understand the environment they operate in. Clearly state the external marketing environment using PESTEL analysis. (10 Marks)
- b) Examine the potential advantages and disadvantages of Pioneer/ market leader strategy sources of competitive advantage. (10 Marks)