



Kasarani Campus  
Off Thika Road  
Tel. 2042692 / 3  
P. O. Box 49274, 00100  
NAIROBI  
Westlands Campus  
Pamstech House  
Woodvale Grove  
Tel. 4442212  
Fax: 4444175

**KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY**  
UNIVERSITY EXAMINATION, 2023/2024 ACADEMIC YEAR  
FOURTH YEAR, SECOND SEMESTER EXAMINATION  
FOR THE DEGREE OF BACHELOR OF SCIENCE  
(BUSINESS ADMINISTRATION)

Date: 11<sup>th</sup> December, 2023  
Time: 11.30am –1.30pm

**KBA 420 - PRODUCT MANAGEMENT**

**INSTRUCTIONS TO CANDIDATES**

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**ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS**

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**QUESTION ONE (30 MARKS)**

BlackBerry, formerly known as Research in Motion (RIM), was a market leader and innovator for smartphone products. The business and government sectors found the BlackBerry device particularly useful because of its email capabilities, superior security system, and convenient keyboard. As the smartphone industry began to shift its focus towards the average, everyday customer, competition increased, and BlackBerry's first-mover advantage began to decline. Over the past five years RIM has changed its corporate name to BlackBerry, been purchased by private equity firm Fairfax Financial, written down over \$1 billion in assets and unsold inventory, and laid off more than 40% of its workforce (Connors). BlackBerry's fall from market leadership and financial success is the result of a corporate structure that failed to foster individual employee [creativity](#) and company-wide innovation. The financial distress, upper-management turnover, and loss of strategic direction are symptoms of BlackBerry's problem: a failure to innovate and remain competitive in the smartphone market. Recent attempts to regain foothold in the smartphone market include the unsuccessful launches of the PlayBook tablet in 2011 and Z10 and Q10 phones in 2013. These attempts to dismantle the iPhone and Android market power have resulted in BlackBerry trying to mimic its competitors rather than producing cutting edge products that create value for its customers.

- a) BlackBerry's poor performance can be attribute to its organization structure. Highlight the process of organizing. (6 Marks)
- b) Highlight the sources of competitor information that BlackBerry can rely on to improve its performance. (6 Marks)
- c) Customer analysis is an activity that is or should be performed by organizations. Describe how BlackBerry can carry out a customer analysis. (6 Marks)
- d) Identify three main uses of market potential that can guide BlackBerry. (6 Marks)
- e) Evaluate the internal data that BlackBerry can scrutinize and analyze to conduct a sales forecast. (6 Marks)

**QUESTION TWO (20 MARKS)**

- a) Explain the basis that a company can use for market segmentation. (10 Marks)
- b) Discuss the factors affecting consumer buying behavior. (10 Marks)

**QUESTION THREE (20 MARKS)**

- a) Using examples, explain the five categories of new products. (10 Marks)
- b) With an aid of a diagram analyze Porter's competitor analysis framework. (10 Marks)

**QUESTION FOUR (20 MARKS)**

- a) Assess the important benefit that companies get by implementing accurate sales forecasting processes. (10 Marks)
- b) Examine some of the external factors that can affect sales. (10 Marks)

**QUESTION FIVE( 20 MARKS)**

- a) Conduct a SWOT analysis for BlackBerry base the question 1 case study. (10 Marks)
- b) The life-style profile is more important in predicting future patronage than the demographic profile because it will determine what type of experience they are seeking and failure to meet these needs can result in loss of business. Explain the psychological descriptors that a company can use to profile customers. (10 Marks)