

LAIKIPIA



UNIVERSITY

UNIVERSITY EXAMINATIONS

2ND SEMESTER 2023/2024 ACADEMIC YEAR

EXAMINATION FOR MASTERS OF BUSINESS ADMINISTRATION

MBAD 792: GLOBAL STRATEGIC MANAGEMENT

STREAM: MBA

TIME: 2 HRS

DAY: MONDAY [9.00-12.00 NOON]

DATE: 25/03/2024

THIS QUESTION PAPER CONSISTS OF THREE (3) PAGES

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INSTRUCTIONS: Answer ANY FOUR Questions

QUESTION ONE

a) Porter (2002) states that root of the problem lies in the lack of distinguishing between operation effectiveness and strategy. The expedition for productivity, quality and speed has resulted in management tools and techniques, total quality management benchmarking, time based competition, outsourcing, partnering, reengineering, change management. In any organization, strategy management is the key to its success. There are many theories based on this assumption that without a proper strategy and planning, it is difficult for any industry to survive irrespective of its size. It is necessary to understand here that all the major corporate organizations have established themselves, thanks to superior strategic planning and implementation

Study closely the sub section above and explain how a firm can identify its strategy

(15 Marks)

b) Polenc Inc is a very successful company but is witnessing a decline in profits. The firm Board of Directors has asked you to help the firm be able to make a good strategy. The goal is to position the company in new growth markets that could yield \$20 billion in revenue within 10 years. The executive team has been struggling for years to find a new operating model that enabled the corporate center to play a more meaningful role without inhibiting the decentralization that was foundational for the company. Discuss .

(10 Marks)

QUESTION TWO

a) Explain how buyer bargaining power is important in evaluating a Global firms Industry and Competitive environment .

(15 Marks)

b) Explain clearly the terms Strategic Flexibility, Capabilities and Core Competencies and Competitive Advantage as used in the context of Global Strategic Management **(10 Marks)**

QUESTION THREE

a) Different modes of entry may be more appropriate under different circumstances, and the mode of entry is an important factor in the success of the project. Walt Disney Co. faced the challenge of building a theme park in Europe. Disney's mode of entry in Japan had been licensing. However, the firm chose direct investment in its European theme park, owning 49% with the remaining 51% held publicly.



As can be seen from Walt Disney's case above, the decision of how to enter a foreign market can have a significant impact on the results and such expansion into foreign markets can be achieved via prescribed mechanisms. Elaborate **(15 Marks)**

- b) Discuss the concept of the Resource based View of a firm bringing out clearly, its salient dimensions **(10 Marks)**

QUESTION FOUR

a) *SWOT analysis is used for identifying those areas where an organization is strong, where it is weak, the major opportunities the company can explore and the threats. SWOT analysis is a useful tool for assessing the strategic position of a business and its environment. SWOT Analysis helps a company to know where it stands by exploring key issues*

Analyze closely the section above and illustrate, diagrammatically, how each of the elements in the SWOT analysis works especially as a combination with one another, for Global Firms

(15 Marks)

- b) Discuss how a business firm can establish Strategic Controls for better evaluation of its performance **(10 marks)**

QUESTION FIVE

Provide a comprehensive argument about the relevance of Global Strategic Management

(25 marks)