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**GARISSA UNIVERSITY**

**UNIVERSITY EXAMINATION 2020/2021 ACADEMIC YEAR ONE**

**FIRST SEMESTER EXAMINATION**

**SCHOOL OF BUSINESS AND ECONOMICS**

**FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION**

**COURSE CODE: MBA 865**

**COURSE TITLE: GLOBAL STRATEGIC MANAGEMENT**

**EXAMINATION DURATION: 2 HOURS**

**DATE: 07/04/2021 TIME: 3.00-5.00 PM**

**INSTRUCTION TO CANDIDATES**

* **The examination has FIVE (5) questions**
* **Question ONE (1) is COMPULSORY**
* **Choose any other TWO (2) questions from the remaining FOUR (4) questions**
* **Use sketch diagrams to illustrate your answer whenever necessary**
* **Do not carry mobile phones or any other written materials in examination room**
* **Do not write on this paper**

**This paper consists of THREE (3) printed pages *please turn over***

**QUESTION ONE (COMPULSORY)**

Read the case below and answer the questions that follow;

**THE IMPACT OF GLOBAL STRATEGIC MANAGEMENT**

Globalization has changed everything in the current business and educational world. The integrated internationalization of policies and strategies have changed the way modern institutions and corporations do business. As the JKUAT, Kisii CBD Global strategic learners point out, the world is no bigger than a small village. Knowledge and capital are able to move across the borders with greater speed and far less friction than was a couple of years ago. For example, JKUAT, Kisii CBD campus is able to link up with her sister campuses and other universities regional wide. Similarly, business entities like Nakumatt, Naivas, Ukwala, Total and Kisii Matt link up easily with their counter-parts, suppliers and business associates with ease because of the world wide availability of the internet. Supply logistical improvements mean that universities and even business entities can locate anywhere and work with multiple partners easily.

As more universities and business entities become global, strategic management becomes an increasingly important discipline in keeping track of international developments, with a view of positioning them in position for long-term competitive advantage.

It thus follows that any innovation anywhere can be relayed to another area, tens of thousands of kilometers away and be managed appropriately. For example, Google’s products, Micro-soft and face-book services. Therefore, it won’t be a surprise if a global strategic management programme initiated by the JKUAT Kisii CBD campus, finds its way in Kyoto, Japan or in Honoluke, Brisbane, Chicago, Sao Paulo and even in Birmingham.

**Required:**

1. Elaborate how global strategic management has revolutionalised world-wide business and services (5 marks)
2. Analyse the importance of global strategic management in keeping track of international developments (5 marks)
3. Explain the role of technology in global strategic development (10 marks)

**QUESTION TWO**

1. In the board room of Sambuza Tamu, where you are employed as a global strategic manager, the chairman of the board requests you to come up with strategies that would be adopted for the global success of the company in its ventures. Analyse clearly the strategies you would want the company to adopt, pointing out their specific strengths (10 marks)
2. “In the business world, a “triggering” event forces management to radically rethink and re-strategise. Briefly explain at least five of such events of which the management should always be on the lookout (10marks)

**QUESTION THREE**

1. Being a global strategic manager of a garment manufacturing outfits, elaborate at least five dangerous strategies which you would avoid because they are retrogressive to the growth of organizations. [10 marks]
2. Describe briefly but precisely factors which will determine the sustainability of a firm’s global strategy. [10 marks]

**QUESTION FOUR**

1. Armed with the knowledge you have gained after graduating with an MBA’ Degree, an employer has hired and posted you outside your country, where dimensions of that country’s culture are different from your National culture. Explain to the employer why certain management practices are likely to fail in the nation you have been posted to (10 marks)
2. When implementing a new global strategy, an organization should take time to assess strategy-culture compatibility. Explain why this is so (10 marks)

**QUESTION FIVE**

1. Successful strategy implementation calls for environmental scanning. Analyse factors to consider in such a scanning (10 marks)
2. Global strategic management decisions are based on future projections of the current situation. Briefly explain some useful forecasting techniques that global strategies use                                (10 marks)