



TECHNICAL UNIVERSITY OF MOMBASA
Faculty of Business & Social Studies
DEPARTMENT OF BUSINESS STUDIES

UNIVERSITY EXAMINATIONS FOR
MASTERS IN BUSINESS ADMINISTRATION

BSM 5205: GLOBAL STRATEGIC MANAGEMENT

END OF SEMESTER EXAMINATIONS

SERIES: APRIL 2015

TIME: 3 HOURS

INSTRUCTIONS:

- Answer question **ONE (Compulsory)** and any other **THREE** questions
- Do not write on the question paper.

This paper consists of Two printed pages

QUESTION 1

In his words Richard Branson, the Chief Executive of the Virgin Group described Globalization as “the process by which geographical constraint on economic, social and cultural arrangements recede, thus increasing global interdependence”. Using a relevant Kenyan case, illustrate your understanding of this statement with clear emphasis on interdependence. **(25 marks)**

QUESTION 2

Most companies talk about “going global” when what they really mean is that they are moving internationally, outside their home countries. Using relevant examples, illustrate how the global strategy is applied and the difference of such approaches with the international strategy. **(25 marks)**

QUESTION 3

In the current practice, the business case for a global strategy will vary based on the products on offer. The real issue for many companies is what decisions are treated globally and what are locally. Using relevant examples, illustrate how multinational companies balance between the local and global strategies. **(25 marks)**

QUESTION 4

Simply put, business models have successfully been used to turn-around companies by creating, marketing and delivering its value to customers. Using an organization that you know, illustrate the major components of the business model and the difference between the models and strategy. **(25 marks)**

QUESTION 5

McKinsey Model, developed in the 1980s by Tom Peters, Robert Waterman and Julien Philips, has been widely used by academics and practitioners and remains one of the most popular strategic planning tools. Illustrate how modern organizations apply the Model (the 7s model) to implement new strategies. **(25 marks)**