



# THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

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**MAIN EXAMINATION**

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**MAY- AUGUST 2021**

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**SCHOOL OF BUSINESS**

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**DEPARTMENT OF GRADUATE BUSINESS STUDIES**

**ODEL PROGRAMME**

**CMM 611: GLOBAL STRATEGIC MANAGEMENT**

<b>Date: AUGUST 2021</b>	<b>Duration: 3 Hours</b>
<b>INSTRUCTIONS: Answer QUESTION ONE ANY OTHER THREE Questions</b>	

## **SAVANNAH MABATI: GLOBAL STRATEGIC SURVEY**

**Q1.** Savannah Mabati is an iron sheets manufacturing firm, located at the Congo Highway next to Shell Petrol Station. It is approximately 3 kilometers from Kigali highway from the direction of Kampala. Savannah Mabati aims at attaining and maintaining the interest of its customers with a broad variety of iron sheets and related accessories such as valleys, ridges and nails. Savannah Mabati also aims at building a strong position in the East, Southern, Western and Central Africa region in the next five years. This is through offering its quality products at a competitive price. For effective understanding of the iron sheets industry, Savannah Mabati has commissioned a market research to identify the marketing gaps in the iron sheets manufacturing sector in Africa. The research also aimed at assisting in the development of a global strategic plan for Savannah Mabati.

a) Explain the term global strategy from the perspective of Savannah Mabati

**(2 marks)**

- b) As one of the associates in Savannah Mabati, you have been commissioned by the management to conduct the global strategic survey. Explain the various advantages that Savannah Mabati will enjoy by going global **(5 marks)**
- c) Discuss four global strategies that Savannah Mabati may employ to gain foothold in the regional iron sheet market **(8 marks)**

**Q2.**

- a) An organization possessing future objectives of going global is usually prepared to incur significant economic costs. Discuss four economic costs of global strategy **(8 marks)**
- b) For a successful global expansion strategy, the management of an organization should understand a number of critical steps that are crucial while crafting such as a strategy. Explain seven such steps **(7 marks)**

**Q3.**

- a) There are certain phases that organizations usually go through before they adopt a global strategy. Discuss the various phases of global strategy **(8 marks)**
- b) Discuss the various reasons that may lead to an organization being encouraged to venture overseas **(7 marks)**

**Q4.**

- a) Strategy formulation refers to the process of choosing the most appropriate course of action for the realization of organizational goals and objectives and thereby achieving the organizational vision. Discuss the four steps that are important during the process of strategy formulation **(8 Marks)**
- b) Strategy implementation is the manner in which an organization should develop, utilize, control systems, and culture to follow strategies that lead to

competitive advantage and a better performance. Highlight four steps that are important while implementing a global strategy **(7 marks)**

**Q5.**

a) Management of organizations with global strategy may reap a lot of benefits leading to increased performance. Briefly explain eight benefits of possessing a global strategy for an organization **(8 Marks)**

b) Discuss the importance of strategy evaluation to the management of an organization planning to venture overseas **(7 marks)**

DET MAY 2021