

The
Management
University
of Africa



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POST GRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF MASTER OF BUSINESS ADMINISTRATION

SMO 501: INTERNATIONAL STRATEGIC MANAGEMENT

DATE: 2ND DECEMBER 2024

DURATION: 3 HOURS

MAXIMUM MARKS: 60

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **FOUR (4)** questions.
4. Question **ONE** is **compulsory**.
5. Answer any other **TWO** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

GLOBALISATION: THE MACRO PICTURE

Modern economic conditions, technology development, improvement of transport and communication methods cause many companies to operate from different locations, such as in their country and in other countries. Each company that performs any exchange of goods, services or international transactions outside their country, is a participant in the international market directly or indirectly. International business is consisted of devised transactions in advance, which are implemented through national borders, in order to satisfy the needs of individuals, companies and other businesses.

International business actually links all countries, institutions and individuals. Enterprises should identify goals and objectives to be placed on the international market. It means to determine the target countries and the possibilities of selling products and services in these countries and of course to assess what profit to gain from selling of its products and services on the markets in selected countries. International business is realized within the process of globalization of business which actually means increasing international integration and manufacturing processes and international market for goods and services. It refers to realizing processes of liberalization of national economies, reducing trade restrictions or barriers, free movement of foreign direct investment worldwide, strengthening the role of international companies in the international production and mutual trade and exchange.

Required:

- a) Assess four strategies companies use to undertake international business. (10 marks)
- a) Examine five challenges that companies are likely to face when they venture into a global business. (10 marks)
- a) Explain Uppsala internalization model. (10 marks)

QUESTION TWO

- a) Evaluate the scope of international business. (7 marks)
- b) Examine the interrelated advanced factors for competitive advantage for countries or regions using Porter's Diamond framework. (8 marks)

QUESTION THREE

- a) Describe six benefits derived from international trade. (6 marks)
- b) Evaluate the three methods of scanning the International business environment. (3 marks)
- c) Analyse types of e-Business Strategies that have proven successful to drive revenue and promote a company both online and offline. (6 marks)

QUESTION FOUR

- a) Explain the term "green competitive strategies" and describe benefits of it that are classified into four categories. (9 marks)
- b) Explore effects of absence of e strategy in an organization. (6 marks)

