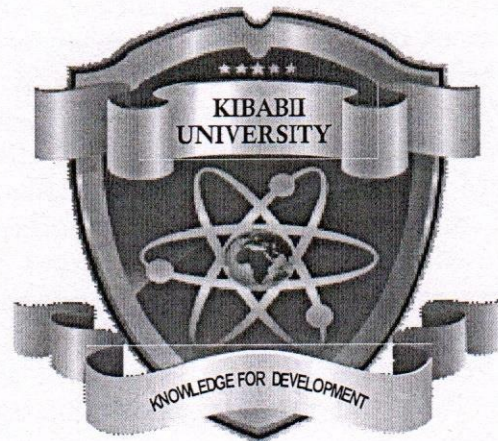


KIBABII UNIVERSITY



UNIVERSITY EXAMINATIONS SPECIAL/SUPPLEMENTARY EXAMS 2016/2017 ACADEMIC YEAR FIRST YEAR FIRST SEMESTER

FOR THE DEGREE OF MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT

COURSE CODE: HRM815E

COURSE TITLE: GLOBAL BUSINESS MANAGEMENT

DATE: 12TH SEPTEMBER 2017 TIME: 3.00 – 6.00PM

INSTRUCTIONS TO CANDIDATES

- Answer question **ONE** (compulsory) and any other **THREE** questions
- Question **ONE** attracts **40 marks**
- Time allowed is **THREE** hours
- All other questions attract equal marks (**20 marks**)

QUESTION ONE

Glacier products is a local ice cream manufacturer started by Mr. Dipam fifteen years ago. When he started the company, Dipam had stated strategies on how to expand the small operation. The company started with four employees growing rapidly to about twenty employees. The main challenge was creating for expansion both locally and in the regional market to take advantage for the common market for East and South African Market (COMESA) initiative. The firm planned to spend over 50 million to introduce new brands of ice-cream, construct modern factory facilities, buy refrigerated vehicles and also increase capacity. Mr Dipam says that management structure did not favor expansion "there was no human resource department neither was there organizational structure. we expanded and moved towards the production of quality ice cream and set up quality control department." With three leading ice cream brands Mio, dairy light and dairy land, the firm is vying for the regional market. The company has opened branches in Tanzania and distribute to Uganda and Rwanda. Locally it has depots in various parts of the country. The main challenge the company faces is low supply of raw milk particularly when there is drought besides the human resource

Required

- (i) Briefly describe the grounds under which glacier products managers based their expansion strategies (5 marks)
- (ii) Explain the role of organization on structure in this case in international strategy implementation (5 marks)
- (iii) What challenges is the company likely to face in their expansion and what strategic advice would you provide (5 marks)
- iv). Analyze the basic steps in global strategic planning cycle (5 marks)
- vi) Examine three external factors a regional strategic manager in Glacier products Ltd should consider in light of strategy development (3 marks)
- vii) Ansoff has identified three approaches to global strategic change. State the three approaches (3 marks)

SECTION B

QUESTION TWO

- a) The Kenya Government has recruited you as a consultant in international business operations. Discuss various strategies you affect in attracting foreign direct investment in Kenya. (10 marks)
- b) Organizational decision and international operation are characterized by the nature and efficiency of multi-national organizations. Discuss. (10 marks)

QUESTION THREE

XG company has distinguished itself as one of the respected multi-national organization because of the quality of goods and services. The management intends to expand its business networks to East and Central Africa. Discuss various strategies you would employ in realizing the dreams of the organization. (20 marks)

QUESTION FOUR

- a) Explain the importance of scanning the global social environment for strategic fit and analyze salient factors you may consider (10 marks)

b) A firm can expand and grow through vertical integration strategy or horizontal integration .Evaluate the nature of each one of the two strategies and explain the appropriateness of each.
(10 marks)

QUESTION FIVE

Write short notes in the following concepts.

- a) Global competition (5 Marks)
- b) International diversification (5 Marks)
- c) Pillars of vision 2030 strategy (10 Marks)