

NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY

B.COMM (RISK MANAGEMENT AND INSURANCE) HONOURS DEGREE

CORPORATE STRATEGY AND DECISION MAKING – CIN 4102

JULY/AUGUST 2006 SUPPLEMENTARY EXAMINATION

DURATION: 3 HOURS

INSTRUCTIONS TO CANDIDATES

1. Answer ALL Questions
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Question 1

Explain and illustrate how an understanding of the value chain can help managers in a global organization meet the competing demands of operating on a global scale *whilst facing* the differing *requirements* of local markets. **[25 marks]**

Question 2

Taking an organization with which you are familiar, outline and critically assess how the tools and frameworks of Michael Porter's Positioning Approach can help shape its strategy. **[25 marks]**

Question 3

In what ways might an organization's approach to managing complexity affect the view it takes of acquisitions and mergers as a key component of corporate strategy. Illustrate your answer with examples drawn from organizations with which you are familiar. **[25 marks]**

Question 4

"A powerful force drives the world towards a converging commonality, and that force is technology....The result is a new commercial reality – the emergence to global markets for standardized consumer products on a previously unimagined scale of magnitude". T. Levitt "... the characteristics of the home nation play a central role in a firm's

international success. The home base shapes a company's capacity to innovate rapidly in technology and methods and do so in proper directions". M. Porter.

- (a) Outline briefly differing models of globalization implied by the statements from Levitt and Porter. **[15 marks]**
- (b) In light of these two models, how important is location for the process of innovation within today's companies? **[10 marks]**
- [Total: 25 marks]**

END OF SUPPLEMENTARY EXAMINATION