INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

FACULTY OF BUSINESS MANAGEMENT

END OF SEMESTER EXAMINATIONS - DECEMBER 2025

PROGRAMME: MBA
YEAR/SEM: YEAR 2/SEMESTER 1
COURSE CODE: MBA820
NAME: GLOBAL MARKETING STRATEGIES

DATE:
TIME:

INSTRUCTIONS TO CANDIDATES:

SECTION A

READ THE CASE STUDY AND ANSER ALL THE QUESTIONS IN THE CASE STUDY BELOW

Question 1:

CASE STUDY 1

The founder of Starfish Products is Pandora Truelove who started by making jewelry as a hobby at home. Eventually Pandora began to sell some of her jewelry a broad. Her jewelry proved to be very popular, especially amongst the age group 14-18. It was low priced, but well made and very fashionable. Quite simply, Pandora discovered that not only was she good at making jewelry, but she had a feel for the market and jewelry fashions that would sell to younger customers. From this

humble beginning, in just three years Pandora has expanded her business and sales to the point where she now works full-time and employs three people helping her make the jewelry in a broad. Now she is selling mainly through craft fairs, but now at much larger national events. Pandora wants to expand the business; demand is still strong, and she has retained her flair for judging the market. She has the option to move to larger premises where she could take on more production staff. She has a small budget for promoting her products in foreign markets. Her main problem in relation to distribution. To expand quickly she must first secure retail outlets on a national basis through which she can market. Alternatively, she has considered if franchising might be an answer, with sales direct to customers in their own homes rather like Tupperware or Ann Summers parties. **Required:-**

a) From the case study above, explain what distribution alternatives might be available to Pandora to expand her business internationally **(20 Marks)**

b) Basing on the case study above, explain the relative advantages and disadvantages of distribution alternatives? **(20 Marks)**

Question 2:

CASE STUDY 2

Clyde Williams is facing a Global marketing dilemma. He has successfully built up a small family-owned company, Concrete Solutions, manufacturing a range of concrete based products used in making roads, pavements and walkways. The production technology is very low tech and uses simple wooden molds into which the concrete is poured. As a consequence, he is able to use low skilled and low cost labor, which would find it difficult to find alternative employment in a region with high unemployment levels. The company has employed many of its workforce since its creation in 2025. The company's products are heavy, bulky and costly to transport. This means its market is limited to a 30-mile area around the small rural town where the manufacturing facility is located. Its customers are a mix of private sector building firms and public sector local councils responsible for maintaining roads and pavements. By its nature much of the demand is seasonal and very price sensitive. A large international civil engineering company has recently approached Clyde with an opportunity to become a supplier of concrete blocks used in a sophisticated system for preventing coast and riverbank erosion. The process involves interlocking blocks being placed on a durable textile base. Recent trends in global warming and pressure in many countries to build areas liable to

flooding have created a growing international market for the patented erosion prevention system. Clyde has the opportunity to become the sole UK supplier of the blocks and to be one of a small number of suppliers able to export the blocks to Europe. To do it he will need to invest a significant amount in CAM (computer-aided manufacturing) technology with a linked investment in the workforce skills needed to operate the new technology. The net result will be a small increase in the size of the labour force but redundancy for a significant number of its existing workers either unwilling or unable to adapt to the demands of the new technology. Successful entry into this new market will reduce his reliance on the seasonal low margin concrete products he currently produces and significantly improve profitability. One further complication exists. Concrete Solutions is located in a quiet residential area of its hometown. Clyde is under constant pressure from the local residents and their council representatives to reduce the amount of noise and dust created in the production process. Any move into making the new blocks will increase the pollution problems the residents face. There is a possibility of moving the whole manufacturing process to a site on a new industrial estate being built by the council in a rival town. However closure of the existing site would lead to a loss of jobs in the current location. Clyde has asked for your help in resolving his dilemma. Required:

a) Using models where appropriate, advise Clyde on whether he should choose to take advantage of the opportunity offered by the international company**. (15 Marks)**

b) With relevant examples, as a newly recruited Global marketing manager, describe the marketing strategies you may use to expand the market globally. **(15 Marks)**

c) Explain how the impact of Globalization will change the organization, its markets and its competitors**. (10 Marks)**

SECTION B

ATTEMPT 3 QUESTIONS ONLY

Question 1:

(a) With relevant examples, explain three alternative approaches to global pricing which one would recommend to a company's that has global aspirations. **(10 Marks)**

(b) With relevant examples, describe advantages of segmenting markets for global markets. **(10 Marks)**

Question 2:

(a) Describe the problems which are faced by global marketers and give appropriate suggestions to remove the problems**. (10 Marks)**

b) What are the major factors which need consideration while selecting a country for establishment of global market**.(10 Marks)**

Question 3:

(a) Describe the major factors to be considered while packaging a product to the global market**. (10 Marks)**

(b) Product adaptation and product standardization are the basic approaches for global market planning, describing both the advantages and disadvantages of each approach. **(10 Marks)**

Question 4:

(a) Describe the major modes of entry strategies the global marketers would employ while entering the global markets.**(10 Marks)**

(b) Basing on the major modes of entry strategies, explain why firms should engage in global marketing. (**10 Marks)**

Question 5:

a) Identify and explain five potential barrier (or obstacles) that face companies considering or expanding – international marketing operations. **(10 Marks**

b) With relevant examples, explain the factors that influence the channel structures in a global market **(10 Marks)**

Question 6:

a) Explain the several decision criteria that will influence the choice of entry mode that have a bearing on the type of market entry that a Global purchaser/ marketer might select. **(10 Marks)**

b) Explain the major factors that have a bearing on the type of market entry that a Global purchaser/ marketer might select. (**10 Marks)**

Question 7:

(a) With relevant scenarios, describe the alternative global pricing strategies used in global marketing. **(10 Marks)**

(b) Describe the importance of global marketing from the perspectives of the individual firm and the nation. **(10 Marks)**

Question 8:

With relevant examples, explain the environmental forces that may have a great influence on the marketing objectives of the global multinational corporations and what could be the solutions for each force you have identified. **(20 MARKS)**

Question 9:

(a) As a newly marketing manager Present your arguments to the Directors of KFC on the significance of the two Global marketing policies E.g. (Standardization and Localization) and how you can use the two polices on fast food giants to achieve its strategic vision of the company (20 marks)

(b) With relevant examples, explain the environmental forces that may have a great influence on the marketing objectives of the global multinational corporations and what could be the solutions for each force you have identified. (20 Marks)

Question 10:

Select an organization, either national or multinational, which operates in a competitive business environment, and which has followed various marketing directions during its existence. Show the impact of Globalization, the global economy and cultural factors on the organization, its markets and its competitors. Should this organization use a uniform global

strategy? **(20 marks)**

Question 11:

You have been newly appointed by the IUEA as Marketing Executive. Your role is to make a presentation to the director of Marketing / on:-

a) What's meant by Market orientations in global marketing in international Business **(05 Marks)**

b) Describe various forms of global marketing in international Business. **(05 Marks)**

c) Government can play many roles in global marketing. What are these roles and how does each affect individual business firms? **((10 Marks)**

Question 12:

As a newly marketing manager Present your arguments to the Directors of KFC on the significance of the two Global marketing policies E.g (Standardization AND Localization) and how you can use the two polices on fast food giants to achieve its strategic vision of the company **(20 marks)**