KAIMOSI FRIENDS UNIVERSITY

SCHOOL OF BUSINESS AND ECONIMICS

UNIVERSITY EXAMINATIONS
2025/2026 ACADEMIC YEAR

SECOND YEAR SECOND SEMESTER EXAMINATIONS FOR DEGREE OF DOCTOR OF PHILOSOPHY IN BUSINESS ADMINISTRATION

COURSE CODE: PBA 905

COURSE TITLE: INTERNATIONAL STRATEGY

SPECIAL EXAMINATION PAPER

DATE: 17/06/26 TIME: 09:00 AM – 12:00 PM

INSTRUCTIONS/MAAGIZO

1. Answer **QUESTION ONE** and **ANY OTHER THREE** from the choices given.
   (Jibu **SWALI LA KWANZA** na **MENGINE MAWILI** kutoka katika orodha uliyopewa)
2. Phones, smart watches, any other unauthorized digital and AI gadgets and applications are **not allowed in** the examination room.
3. Answer all questions in the exam answer booklet provided.
4. Do not write on this question paper.
5. All KAFU examination rules and regulations apply.
6. DURATION OF EXAMINATION: **THREE (3) HOURS**

KAFU observes ZERO tolerance to examination cheating.

QUESTION ONE [40 MARKS]: (COMPULSORY)

Bank of Queensland Strategic Situation

BOQ has a 147 year history. BOQ state their purpose as: "to create prosperity for our customers, shareholders and people through their empathy, integrity and by making a difference" (Bank of Queensland, 2021a: 12). The emphasis of *empathy* is listening to customers, crafting solutions, listening to feedback and building trust. *Integrity* requires BOQ to maintain high standards and take pride in performance. *Making a difference* requires boldness, risk-taking and an emphasis on delivery (Bank of Queensland, 2021a).

BOQ articulates five strategic priorities looking to future sustainability:

1. An empathetic culture
2. Distinct brands servicing niche market segments
3. Personalized digital banking
4. Simple business with strong delivery capability
5. Strength in financial and risk management (Bank of Queensland, 2021b)

Required

i. Explain on how culture may affect international business strategy of Bank of Queensland. **10marks**
ii. Technical innovation is very key for success of a given strategy. Detail. **15marks**
iii. Deciding on the entry mode in the market, Washington State University's International Entry Modes explain five most common international expansion entry modes. Elaborate. **15marks**

QUESTION TWO [20 MARKS]:

a) Considering an international strategy—especially a home replication model—focuses on leveraging on existing products, services, and operational strengths in new markets with minimal change. Explain on how to create an international strategy. **10marks**

b) Explain on the benefits of international business strategy **10marks**

QUESTION THREE [20 MARKS]:

i. Explain on Porters five forces and PESTEL as linked to International Strategy. **15marks**

ii. Write a note on Multi-Domestic strategy **5marks**

QUESTION FOUR [20 MARKS]:

i. Discuss on the advantages of Global Standardized Strategy **10marks**

ii. Write brief notes on **Hofstede's Cultural Dimensions** as it is linked to international strategy.

10marks

QUESTION FIVE [20 MARKS]:

i. Well-crafted global business strategy is instrumental in positioning companies for **sustainable** growth. Explain the essence of sustainable growth on global business strategy. **10marks**

ii. A global business strategy serves as a blueprint for organizations seeking to expand their operations beyond domestic borders. Briefly explain on each of the global business strategies. **10marks**