

23 May 2002

Day 4 – afternoon

INSTRUCTIONS TO CANDIDATES

You are allowed three hours to answer this question paper.

This booklet contains the examination question and both the pre-seen and unseen elements of the case material.

Answer the question.

This is on page 14, which is detachable so that you can refer more easily to the question at the same time as the information within both the pre-seen and unseen material.

Write your examination number in the boxes provided on the front of the answer book.

Write FLCS on the line marked "Subject" on the front of the answer book.

Do NOT write your name or your student registration number anywhere on your answer book.

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Note: Maths tables and formulae were not included as they were not needed.

[This page is detachable, for ease of reference]

Global Incorporated – Unseen material provided on examination day

Additional (unseen) information relating to the case is given on pages 15– 19.
Read all of the additional material before you answer the question.

ANSWER THIS QUESTION – 100 MARKS

Gabriel Eisenstein has asked for a report from McCain & Co, a firm of strategy consultants. As one of their consultants, prepare a confidential report advising the Chairman of Global on the future development of the company. This should include comments on Global's problems, potential developments in Westland, the feasibility of the possible acquisition of either supermarket group B or supermarket group D in Eastland, and recommendations for future policy.

Global Incorporated – Unseen material provided on examination day

Various directors and senior managers have been asked to put their proposals in outline form to the Board for the next strategy meeting. You, as a consultant with McCain & Co, have been given copies of the various proposals made by the Board members and senior managers. These are documented as Exhibits 4 to 9 inclusive, and are shown on pages 15 to 19. You have also received notes of previous strategy meetings and related documents.
