

MAKERERE UNIVERSITY BUSINESS SCHOOL	
Faculty of Graduate Studies & Research Master of International Business	
Programme:	Master of International Business (MIB)
Course:	Seminar Series IV for International Business
Code:	MIB 8201
Document:	Appendix A — Research Questionnaire
Study Title:	Export Performance of Ugandan Export Firms

Dear Respondent,

This questionnaire is designed to collect data for an academic study on the Export Performance of Ugandan Export Firms. You have been selected to participate because your experience and perspective are invaluable to this research. All responses will be treated with strict confidentiality and used solely for academic purposes. There are no right or wrong answers — please respond based on your honest experience.

The questionnaire has five sections (A–E) and should take approximately 15–20 minutes to complete. Thank you for your time and cooperation.

SECTION A: Background Information of Respondent

Please tick (✓) the option that best describes you.

A1. Gender of the respondent

Option	Female	Male
Please tick (✓):	1 <input type="checkbox"/>	2 <input type="checkbox"/>

A2. Age group of the respondent

Option	Below 30	30 – 39	40 – 49	50 and above
Please tick (✓):	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>

A3. Highest level of education attained

Option	Certificate / Diploma	Bachelor's Degree	Postgraduate (Masters / PhD)
Please tick (✓):	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>

A4. Your designation / position in the firm

Option	Staff / Officer	Supervisor / Team Lead	Manager / Director
Please tick (✓):	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>

A5. Number of years you have worked in this firm

Option	Less than 2 years	2 – 5 years	6 – 10 years	More than 10 years
Please tick (✓):	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>

A6. How many years has your firm been engaged in exporting?

Option	Less than 3 years	3 – 7 years	8 – 15 years	More than 15 years
Please tick (✓):	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>

A7. Approximate annual export revenue of your firm (USD)

Option	Less than \$50,000	\$50,000 – \$200,000	\$200,000 – \$500,000	More than \$500,000
Please tick (✓):	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>

A8. Number of countries your firm currently exports to

Option	1 – 2 countries	3 – 5 countries	6 – 10 countries	More than 10
Please tick (✓):	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>

A9. Primary export product of your firm

Option	Fish / Fish products	Agricultural produce	Manufactured goods	Other
Please tick (✓):	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>

A10. Approximate number of full-time employees in your firm

Option	1 – 10	11 – 50	51 – 200	More than 200
Please tick (✓):	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>

SECTION B: Export Performance (Dependent Variable)

This section examines your firm's export performance in international markets. Please rate each statement from 1 (Strongly Disagree) to 5 (Strongly Agree).

Instructions: For each statement below, please indicate the extent to which you agree or disagree by ticking (✓) the appropriate box. Use the scale: **1 = Strongly Disagree 2 = Disagree 3 = Not Sure 4 = Agree 5 = Strongly Agree**

Statement	1 Strongly Disagree	2 Disagree	3 Not Sure	4 Agree	5 Strongly Agree
1. Our firm actively monitors competitor export performance in the EU market.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Our firm regularly reviews and updates its export strategy based on market feedback.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Our firm sets clear and measurable export performance targets for EU markets.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Senior management in our firm is committed to improving export performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Our firm tracks export revenue growth trends on an ongoing basis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION C: Firm-Level Capabilities (Independent Variable I)

This section examines the internal resources and capabilities that your firm uses to compete in international export markets. Please rate each statement from 1 (Strongly Disagree) to 5 (Strongly Agree).

Instructions: For each statement below, please indicate the extent to which you agree or disagree by ticking (✓) the appropriate box. Use the scale: **1 = Strongly Disagree 2 = Disagree 3 = Not Sure 4 = Agree 5 = Strongly Agree**

Statement	1 Strongly Disagree	2 Disagree	3 Not Sure	4 Agree	5 Strongly Agree
1. Our firm possesses unique production capabilities that support export competitiveness.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Our firm has sufficient financial resources to sustain export operations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Our firm has established quality management systems for export products.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Our firm invests in training staff for export-related tasks.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Our firm has developed strong relationships with international buyers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Our firm has access to reliable logistics and supply chain networks for exporting.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION D: Institutional Environment (Independent Variable II)

This section examines how the external institutional environment in Uganda influences your firm's export activities. Please rate each statement from 1 (Strongly Disagree) to 5 (Strongly Agree).

Instructions: For each statement below, please indicate the extent to which you agree or disagree by ticking (✓) the appropriate box. Use the scale: **1 = Strongly Disagree 2 = Disagree 3 = Not Sure 4 = Agree 5 = Strongly Agree**

Statement	1 Strongly Disagree	2 Disagree	3 Not Sure	4 Agree	5 Strongly Agree
1. Government policies in Uganda actively support export activities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Export regulatory requirements in Uganda are transparent and consistently applied.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Financial institutions provide adequate support for export financing in Uganda.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Trade associations provide useful services to export firms operating in Uganda.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Infrastructure (roads, ports, electricity) adequately supports our export activities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Export promotion agencies effectively support firms like ours.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION E: Market Orientation (Independent Variable III)

This section examines how your firm gathers, interprets, and responds to market intelligence in its international export activities. Please rate each statement from 1 (Strongly Disagree) to 5 (Strongly Agree).

Instructions: For each statement below, please indicate the extent to which you agree or disagree by ticking (✓) the appropriate box. Use the scale: **1 = Strongly Disagree 2 = Disagree 3 = Not Sure 4 = Agree 5 = Strongly Agree**

Statement	1 Strongly Disagree	2 Disagree	3 Not Sure	4 Agree	5 Strongly Agree
1. Our firm regularly collects intelligence on customer needs in export markets.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Our firm systematically analyses competitor strategies in target export markets.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Our firm adapts its products and services based on feedback from export customers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Senior management frequently discusses the needs of export market customers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Our firm responds quickly to changes in export market conditions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Our marketing strategy is driven by knowledge of export customer preferences.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Thank you for completing this questionnaire. Your responses are greatly valued.

