



"Investing in Africa's Future"

COLLEGE OF BUSINESS, PEACE, LEADERSHIP AND GOVERNANCE

COURSE CODE AND TITLE: MMS408 INTERNATIONAL BUSINESS

SEMESTER II EXAMINATION: APRIL/MAY 2020

LECTURER: A D MUSHONGA

INSTRUCTIONS

- 1. You are presented with three cases, and required to select/answer ONLY ONE CASE STUDY of your choice:**
 - 2. Illustrative diagrams and conceptual frameworks will earn you marks**
 - 3. The questions on each case study carry 20 marks**
 - 4. You must submit your examination answers, IN DIGITAL FORMAT, to MOODLE , within 48 hours of the time that the digital examination paper was sent to you.**
-

A. SAATCHI AND SAATCHI

Answer all of the following questions:

- 1. Starting with 9 employees, and a capital of GBP25000 in 1970, Saatchi & Saatchi grew to become the world's largest advertising agency group. What were the key factors which contributed to this spectacular growth?**

(20 marks)

- 2. The company claims that advertising is becoming a global business, and positions itself as the champion global agency.**

- a. Is advertising a global business; in what sense?**

(20 marks)

- b. What advantages does a global agency have over a national one?**

(20 marks)

3.

- a. How do you evaluate Maurice Saatchi's concept of a 'global service supermarket'?**

(20 marks)

- b. What benefits might an advertising agency derive from diversifying into management consulting?**

(20 marks)

OR:

B. PROCTER & GAMBLE EUROPE:

Answer all of the following questions:

1.
 - a. What are the pros and cons of a pan European strategy and organisation for Procter & Gamble?
(20 marks)
 - b. Do you (not) agree with P&G's approach? Why?
(20 marks)
2.
 - a. What should "they" (P&G) do in response to Unilever's initiative in France?
(20 marks)
 - b. Provide the scope and details of specific executive job roles and levels within P&G/Europe "they" in 2(a) might essentially refer to.
(20 marks)
3. What did "they" decide to do, and what happened in France and throughout Europe?
(20 marks)

OR:

C. THE TRANSFORMATION OF ORACLE CORPORATION TO AN e-BUSINESS

Answer all of the following questions:

1.

- a. How was Oracle's business structure organised in the early 1990s? Why?**
(10 marks)
- b. Is this organisational structure suitable for Oracle in 2001? Why?**
(10 marks)

2.

- a. How did Oracle first respond to the internet? How did this response change over time?**
(10 marks)
- b. What are the senior management initiatives, undertaken in response to the internet?**
(10 marks)

3.

- a. How did the country managers respond to senior management's efforts to centralize several functions, and how were some of the implementation challenges handled?**
(10 marks)
- b. What is the role of the founder/CEO Larry Ellison in Oracle's success? How would you describe his way of leading the company?**
(20 marks)

4.

- a. What are the two models of globalization that are illustrated by this case study?**
(10 marks)
- b. As a large global organisation, is Oracle inertial or adaptive? Why?**
(20 marks)