



"Investing in Africa's Future"

**COLLEGE OF BUSINESS PEACE LEADERSHIP AND
GOVERNANCE**

COURSE CODE AND TITLE: MMS408 INTERNATIONAL BUSINESS

SEMESTER II EXAMINATIONS: APRIL/MAY 2017

LECTURER: A D MUSHONGA

DURATION: 3 HOURS

INSTRUCTIONS

- 1. You are required to answer any Five questions of your choice**
 - 2. Illustrative diagrams and conceptual frameworks will earn you marks**
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Select and answer any FIVE of the following questions.

- 1 Examine and discuss fully, the transnational's key specialist management roles of:
 - a. global or worldwide business managers,
 - b. worldwide functional managers,
 - c. country or regional managers,
 - d. corporate managers or corporate level executives at HQ
- 2 What have the triad companies been doing to increase the degree of fit between their administrative heritage and the dominant characteristic of their industry?
- 3 For solutions to deal with the limitations of their administrative heritages, Japanese and Western multinationals must look beyond imitating each other.
Discuss how the transnational model might provide the most appropriate solution for the triad companies
- 4 The strategic importance of the local market environment where the subsidiary is located, and the strengths and capabilities of the subsidiary are the two critical dimensions which determine the contribution a national subsidiary can make to a transnational company's worldwide strategy.
Using the criteria above, discuss the role that a local subsidiary of a transnational might be assigned to play.
- 5 A company must understand its administrative heritage, in order to exploit embedded strengths, and reduce weaknesses.
Discuss this concept fully, giving examples from the case studies.
- 6 International Business takes place in an environment which is characterized by a set of forces that drives companies to be more globally integrated and co-ordinated, and a countervailing set of forces that require companies to be sensitive and responsive to national differences.
Using examples from the triad case studies, discuss how these forces might assist worldwide companies in crafting strategies and matching organisational structures
- 7 What practical tips would you give to a business entity which wants to engage in business and management in the following cultural environments:
 - a) Individualist and Collectivist cultures

- b) Neutral and Affective cultures
- c) Past and Present and Future oriented cultures
- d) Internal Locus of Control and External Locus of Control oriented cultures

100 Marks

END OF PAPER