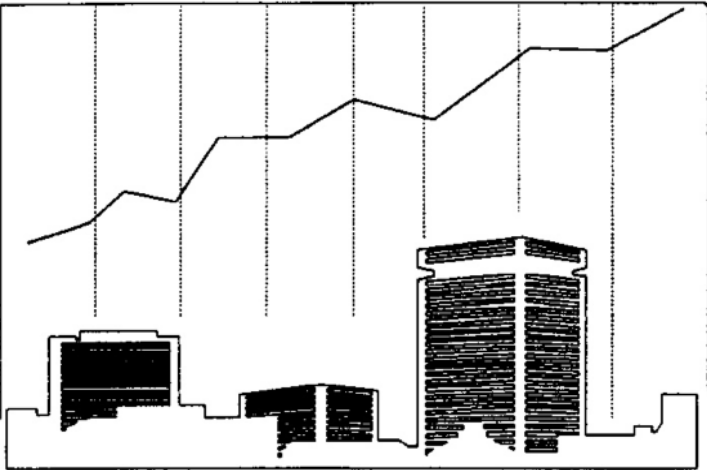


MNI301J/101/3/2009



STREPIESKODE
BAR CODE
UNISA P248(A)

**DEPARTMENT OF
BUSINESS MANAGEMENT**

A line graph is superimposed over a silhouette of a city skyline. The graph shows a line that starts at a low point, rises to a peak, dips slightly, rises again to a higher peak, dips, and then rises steadily to its highest point. The skyline below includes several buildings of varying heights, with the tallest one on the right side.

BUSINESS MANAGEMENT

GLOBAL BUSINESS ENVIRONMENTS (MNI301-J)

TUTORIAL LETTER MNI301-J/101/2009

Important information regarding compulsory assignment (see Annexure A)

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ANNEXURE A: ASSIGNMENTS FOR 2009

Dear Student

1 WELCOME

We have pleasure in welcoming you to this exciting module in Global Business Environments, and trust that you will find it interesting, stimulating and instructive. Globalisation is not a new concept, but there are new factors that have contributed to its recent prominence. Some of these are the opening of new markets for Southern African businesses, vastly improved communication and transport technologies, and the ongoing deregulation of international trade. All these factors have contributed to a major expansion of international trade and investment in recent years. We will focus on these and other global issues in this module.

This tutorial letter deals with the module of **Global Business Environments (MNI301-J)** and contains information on such aspects as tutorial material, communication with the lecturers, examinations and assignments.

It is imperative that you study **Tutorial Letter MNALLE-Q/301/4/2009** thoroughly, as it contains important information on general aspects concerning all undergraduate courses and modules.

2 TUTORIAL MATERIAL

Inventory letter

When you register, you will receive an inventory letter containing information about your tutorial matter. See also the booklet entitled *Unisa: services and procedures* (which you received with your tutorial matter).

The **compulsory tutorial material** for this module (supplied by Unisa) comprises:

2.1 Supplied by Unisa

ONE study guide and a number of tutorial letters

The Department of Despatch should supply you with the following tutorial matter for this unit of study:

- tutorial letters
- study guide

NOTE: Some of this tutorial matter may not necessarily be available when you register. Tutorial matter that is not available when you register will be posted to you as soon as possible.

Prescribed book

The **compulsory prescribed book** for this module is:

Hough, JE, Neuland, EW. 2007. *Global business: environments and strategies*. 3rd edition. Cape Town: Oxford University Press.

Please consult the list of official booksellers and their addresses, at the back of this letter.

If you have any difficulties with obtaining books from these bookshops, please contact the Registrar (Academic) as soon as possible at telephone number (012) 429-4152

NOTE: You are strongly advised to acquire the prescribed book **immediately** in order to avoid any possible delay in your studies.

3 COMMUNICATION WITH THE LECTURERS

Lecturers for this module in Global Business Environments for 2009 are:

NAME	TELEPHONE NUMBER	OFFICE NUMBER
Prof P N Palmer (e-mail: palmepn@unisa.ac.za)	(012) 429-4438	AJH van der Walt Building Room 3-56
RA Aregbeshola (e-mail: aregbra@unisa.ac.za)	(012) 429-8505	Room 3-36

Personal visits should please be preceded by an appointment. If you want to make an appointment with your lecturer, please phone (012) 429-4932.

If your lecturer is not available, please use the following number to leave a message: (012) 429-4932.

NOTE: You may contact your lecturer about **academic matters** only. All other enquiries should be directed to the relevant administrative section. Follow the guidelines indicated in **Tutorial Letter MNALLE-Q/301/4/2009** in this regard. Contact addresses of the various administrative departments are included in *Unisa: services and procedures*, which you received with your tutorial matter.

4 STUDY GUIDE

The study guide is based on the **3rd edition** of the prescribed textbook. Please note that only the following chapters: 1 to 6, 8, 9, 13 and 14, and all the topics in the study guide are covered in the examination.

The approach to this module is outcomes based and it is essential that you complete all the activities provided in the study guide. This will prepare you for the examination. Furthermore, since most topics are interrelated, we encourage you to study the tutorial material systematically throughout the semester.

5 THE COMPULSORY ASSIGNMENTS

5.1 Compulsory assignments and due dates

The University has a policy of compulsory assignments in all modules for 2009. Both assignments 01 and 02 for MNI301J are thus compulsory assignments. You **must submit ASSIGNMENT 01** in order to **obtain admission to the examination**. Admission will be obtained by **submitting the assignment** and **not** on the strength of the marks you obtain for it. Failure to submit Assignment 01 will mean that you will **not be admitted to the examination**, regardless of whether or not you submit Assignment 02.

You will receive feedback on both the assignments.

VERY IMPORTANT

Please ensure that your assignments reach us on or before the due dates. You will not be admitted to the examination if an assignment is submitted later than the due dates. Please do not phone us with a request to be admitted to the examination if you have not submitted an assignment, or if you submitted it later than the due date.

Different **unique numbers** are allocated to the two assignments for the **first** and the **second semesters**. Please make sure that you provide the correct unique number on the **mark-reading sheet**.

The compulsory assignments for 2009 for the module MNI301J are set out in Appendix A of this tutorial letter. The same assignments are set for **both semesters**.

Assignment number	First semester		Second semester	
	Due Date	Unique number	Due Date	Unique number
01	27 February 2009	207613	21 August 2009	207966
02	3 April 2009	633614	25 September 2009	633615

5.2 Year mark for MNI301J

The main purpose of the assignments is to encourage you to study the prescribed book, to read certain sections over and over again, and to think about the tutorial matter in terms of its practical application. With these remarks in mind, the questions may sometimes be difficult, and some may seem ambiguous. The idea is not to trick you or catch you out, but to make you think.

Formative assessment for MNI301J takes place through a year mark system. Both assignments are compulsory. You will be allocated a mark for Assignment 01 and a mark for Assignment 02. The best/highest mark will be taken as your year mark. **Your final assessment mark for this module will therefore be a combination of the assignment mark and the examination mark.**

The assignment mark (the best/highest mark of the two assignments) will contribute a maximum of 10% to the final assessment mark for the module, while the examination mark will contribute 90%.

Irrespective of the year mark obtained, a sub-minimum of 40% must be obtained in the examination. You will therefore not pass the module if your examination mark is less than 40%.

Please study the following examples to see how the assignment mark will contribute to the final assessment mark:

Example 1:

If you get an assignment mark of 50%, this mark of 50% is then multiplied by 0,1 which equals 5% of the final assessment mark. If the learner obtains 35 out of a possible 70 marks in the examination (ie 50%), this percentage is then multiplied by 0,9 which equals 45% of the final assessment mark. The assignment mark and the examination mark are then combined (5% + 45%) to give a final assessment mark of 50% for the module.

Example 2:

If you get an assignment mark of 60% this mark, multiplied by 0,1 gives 6% of the final assessment mark. If the learner then obtains 44 out of 70 marks (or 63%) in the examination, this figure is then multiplied by 0,9 to give 56.7%. The two results are then combined to give a final assessment mark of 63% (6% + 56.7%) for the module.

To submit an assignment via myUnisa:

- Go to myUnisa. <http://myunisa.ac.za>
- Log in with your student number and password.
- Select the module from the orange bar.
- Click on assignments in the left menu.
- Click on the assignment number you want to submit.
- Follow the instructions.

The particulars concerning the assignments for the two semesters are as follows:

SEMESTER 1

ASSIGNMENT 01: COMPULSORY ASSIGNMENT. PLEASE MAKE SURE YOU PROVIDE THE CORRECT UNIQUE NUMBER ON THE MARK READING SHEET.

Due date: 27 February 2009

ASSIGNMENT 02: COMPULSORY ASSIGNMENT. Please make sure that you provide the correct unique number on the mark-reading sheet.
Due date: 3 April 2009

ASSIGNMENT 03: Self-evaluation (not to be submitted)

SEMESTER 2

ASSIGNMENT 01: COMPULSORY ASSIGNMENT. PLEASE MAKE SURE YOU PROVIDE THE CORRECT UNIQUE NUMBER
Due date: 21 August 2009

ASSIGNMENT 02: COMPULSORY ASSIGNMENT. Please make sure that you provide the correct unique number on the mark-reading sheet.
Due date: 25 September 2009

ASSIGNMENT 03: Self-evaluation (not to be submitted)

PLEASE NOTE:

Tutorial Letters 201 and 202 provide feedback on the **compulsory** Assignments (01 and 02) and will be sent to you after the due dates for these assignments.

Assignment 03 (for both semesters) **must not be submitted** for evaluation purposes. You will receive a tutorial letter with guidelines which will enable you to evaluate your answer to this assignment yourself. However, you are encouraged to do the self-evaluation assignment (03) in your own interests.

Plagiarism

Plagiarism is the act of taking words, ideas and thoughts of others and passing them off as your own. It is a form of theft which involves a number of dishonest academic activities.

The Disciplinary Code for Students (2004) is given to all students at registration. Students are advised to study the Code, especially sections 2.1.13 and 2.1.4 (2004:3-4). Kindly read the University's *Policy on copyright infringement and plagiarism* as well.

6 EXAMINATIONS AND EXAMINATION MATTERS

6.1 Examination admission requirements

- Assignment 01 (for both semesters) is compulsory for admission to the examination and must be submitted by the respective due dates.
- Admission to the examination will, therefore, be based on the submission of this assignment. Your final assessment mark for this module will therefore be a combination of the assignment mark and the examination mark.
- Kindly ensure that assignments 01 and 02 reach the university **before** the due date - late submissions could be problematic.

6.2 Structure of the examination

The examination paper for MNI301-J (Global Business Environments) will be a two-hour paper (70 marks). **It is a closed-book examination.** The paper will consist of Section A (Multiple choice questions) and section B (essay questions)

Section A is compulsory and will consist of **20 multiple-choice questions** worth one mark each. Section B will consist of **THREE** essay type questions (total per question is 25 marks). **Students must answer any two of the questions.**

6.2.1 Section A: the multiple-choice questions (20 marks)

These questions cover the material in the study guide and all the prescribed chapters in the text book. These questions range from straightforward theory to practical application questions. Each question is worth one mark. Wrong answers will not be marked negatively.

The multiple-choice questions should be answered on the mark-reading sheet which will be provided. **Be sure to write your student number and the unique number** of the examination paper, which you will find in the top left-hand corner of the first (cover) page of the examination paper, **correctly on the mark-reading sheet.**

6.2.2 Section B (50 marks)

As indicated above, you must select **any two questions from section B.** Each question counts 25 marks.

6.3 Past examination papers

Excerpts from a past examination paper are included for your careful consideration. The structure of these questions provide some indication of the type of essay questions you can anticipate in the examination (section B).

Question 1

In the context of 'culture' in international business, briefly compare the business implications of Christianity and Hinduism for the management of an international firm. Why is this knowledge important for international management? Explain with the aid of practical examples. (15)

Question 2

Discuss the conditions/requirements for successful international strategic alliances with reference to the industry/sector of your choice. (5)

Question 3

According to Govindarajan and Gupta, the cultivation and development of a global mindset proceeds through a number of phases. The speed with which organisations and individuals can cultivate a global mindset is driven by four factors identified by these researchers.

Required: Discuss these four factors briefly. (5)
[25]

6.4 Students who are unsuccessful in the examination

Students who fail the examination in the first semester have to register again for a subsequent semester. If you are a supplementary examination student, you will not receive any tutorial matter. The fee you pay is only for registration.

7 DISCUSSION CLASSES

We urge you to attend the discussion classes, which will be held during March/April and August/September 2009 and presented at the:

Sunnyside Campus in Pretoria.

Please read MNALLE-Q/301/4/2009 Tutorial Letter for more information on the discussion classes.

8 CONCLUDING REMARKS

We would like you to complete this module successfully, and encourage you once again to begin studying without delay.

Please do not hesitate to contact me should you encounter any difficulties in your studies.

Best wishes

Prof PN Palmer
DEPARTMENT OF BUSINESS MANAGEMENT
Unisa

ANNEXURE A: ASSIGNMENTS FOR 2008**ASSIGNMENT 01****COMPULSORY ASSIGNMENT**

This assignment applies to both the **first** and **second** semesters.

PLEASE NOTE: The due date for the first semester is:
27 February 2009

The due date for the second semester is:
21 August 2009

ASSIGNMENT 02**COMPULSORY ASSIGNMENT**

This assignment applies to both the **first** and **second** semesters.

PLEASE NOTE: The due date for the first semester is:
3 April 2009

The due date for the second semester is:
25 September 2009

ASSIGNMENT 01**COMPULSORY ASSIGNMENT****MULTIPLE CHOICE QUESTIONS**

Due date: First Semester: 27 February 2009
Second Semester: 21 August 2009

UNIQUE NUMBER: First Semester: 207613
Second Semester: 207966

Question 1

Which of the following is a major driver of change in global business?

1. Changing consumer preferences.
2. Changing climatic conditions.
3. Changing economic constraints.
4. Changing consumer prices.

Question 2

Which of the following best describes global business?

1. An entrepreneurial activity that cuts across international boundaries.
2. An entrepreneurial activity that cuts across international diplomats.
3. An entrepreneurial activity that segregates international products.
4. An entrepreneurial activity that inhibits international transactions.

Question 3

Which one of the following does **NOT** play a role in influencing international business?

1. The increasing measure of regional integration.
2. The positive impact of global trade regulatory institutions.
3. The increasing competitiveness of global businesses.
4. The positive impact of trade diversion within the EU.

Question 4

Which one of the following is **NOT** a key issue and an environmental force with a direct impact on a company's understanding of the international business environment?

1. The changing nature of the international business environment including macro demographic shifts and ever-growing urbanisation.
2. Trade liberalisation, deregulation and privatisation.
3. The increasing number of sub-standard products supplied by MNEs in the developing countries.
4. The need to continuously scan the market environment and systematically search for business opportunities

Question 5

In order to achieve economic growth, a country that is confronted by a balance of payments deficit can adopt one of the following measures:

1. Encourage inflow of foreign capital.
2. Discourage exports.
3. Discourage foreign direct investment.
4. Encourage inflow of foreign manufactures.

Question 6

Which of the following international trade theories emphasise the relevance and the availability of factors of production as one of the reasons for engaging in international trade?

1. David Ricardo's theory.
2. The Heckscher-Ohlin theory.
3. The Leontief paradox.
4. The Product life-cycle theory.

Question 7

The SADC regional group is proposing to eliminate visa requirements for citizens of member nations that travel within the trading bloc. This kind of a measure is seen as:

1. an avenue to share and redistribute regional wealth.
2. a process that will overstretch the resources of the richer member nations.
3. a process that will repress the national sovereignty of member nations.
4. a catalyst for increasing illegal migration within the region.

Question 8

A free trade area (FTA) is a form of trade bloc that exists among member nations in which:

1. member nations jointly erect administrative barriers against non-members to generate and share tariff revenues.
2. there are no barriers to immigration, emigration and cross-border investment among member nations.
3. all tariff and trade barriers are reformed to facilitate easy movement of goods and services among member nations.
4. all member nations harmonise their monetary policies, taxation and government spending.

Question 9

Which one of the following statements about culture is true?

1. Culture is transgenic in nature as it transmits from one generation to the other, thereby losing its originality.
2. Culture in societies affects almost everything people do, see, feel, and achieve.
3. The various cultural components are mutually exclusive and not interrelated; a change in one element does not bring about any change in other elements.
4. People as members of a nation, society, group or organisation do not share a culture.

Question 10

One of the main challenges that confront international business managers is global cultural incongruence. Which of the following best describes culture?

1. Culture promotes and regulates traditional beliefs and orientation at the workplace, thereby creating organisational culture.
2. Cultural complexity allows managers of international business to understand and appreciate foreign employees.
3. Culture helps to promote diversity at the workplace, thereby facilitating learning and creativity in the workplace.
4. Culture creates and regulates the environment in which international business operations are conducted.

Question 11

The positive and negative standards of behaviour adhered to by the people of a specific group, reflects which of the following:

1. Beliefs.
2. Attitudes.
3. Norms.
4. Culture.

Question 12

Religion worldwide has a profound influence on lifestyles, values, beliefs, attitudes and ethical issues. Religion also influences the way people in a society act toward each other and toward those in other societies. Which of the following is a characteristic of Protestantism?

1. A religious culture of hard work, honesty and socialism.
2. A religious culture of reinvestment, productivity and wealth creation.
3. A religious culture of wealth creation, honesty and communism.
4. A religious culture of productivity, hard work and socialism.

Question 13

Islam basically supports capitalism, but places relatively more emphasis on an individual's obligations to society. Which of the following does **NOT** support this statement?

1. All Muslims are expected to act justly, charitably and humbly in business.
2. Islam stresses the importance of honouring contractual agreements and obligations.
3. Islamic nations exert strong political pressure to preserve religious traditions.
4. The wealthy and successful have no obligation to help the disadvantaged.

Question 14

The internationalisation and globalisation of business has a considerable impact on the behavioural implications of managing any international firm. Which one of the following considerations poses challenges to managers of international business?

1. Global cultural diversity.
2. Differences in global management practices.
3. Global remuneration inequality.
4. Differences in global languages.

Question 15

Which one of the following conditions is **NOT** necessary for the proper and smooth functioning of a market economy?

1. Price flexibility.
2. Consumer sovereignty.
3. Free enterprise.
4. Competitiveness.

Question 16

Which one of the following is **NOT** a factor that managers need to consider as they make strategic decisions about operations in different countries?

1. The political environment of the host nation.
2. The political involvement of the parent country and its impact on the foreign economy.
3. The political legislative framework of the host country.
4. The political system and its functions in the host country.

Question 17

Values form the very foundation of a culture and provide the context within which the norms, beliefs, attitudes, traditions and symbols of a society are established and manifested. Which one of the following is **NOT** A DETERMINANT OF A 'VALUE' SYSTEM?

1. Religion.
2. Political ideology.
3. Economic ideology.
4. Traditional leadership.

Question 18

Some of the abilities and characteristics needed by the global manager in order to function in flexible organisations include the following, **EXCEPT**:

1. High tolerance for ambiguity, new levels of creativity and inventiveness in organisational design.
2. The ability to identify diverse employee upbringing, and traditional beliefs for ongoing renewal of the organisation.
3. The ability to coordinate complicated financial, human resource, marketing and manufacturing interdependencies.
4. the ability to recognise different manufacturing, marketing and organisational problems and priorities across different locations and accommodate these with new structures and processes.

Question 19

The political structure of any country has an enormous impact on how business is conducted domestically and internationally. One of the challenges that confront MNEs in global business is:

1. countries are characterised by different political, economic and legal policies, all of which work in favour of MNEs
2. the complexity of regulatory frameworks in foreign countries necessitates MNEs always involving political parties in their decisions.
3. careful analysis and interaction between corporate policies and the political framework of the host nation.
4. political instability in a host country may pose serious threats to MNEs and their investments, thereby increasing consumer confidence.

Question 20

Which of the following is **NOT** an example of a non-tariff barrier?

1. A quota
2. Foreign currencies and exchange rates
3. Different tax rates and tax system
4. Ad valorem tariffs

ASSIGNMENT 02**COMPULSORY ASSIGNMENT****(MULTIPLE CHOICE QUESTIONS)**

Due date: **First Semester:** 3 April 2009
 Second Semester: 25 September 2009

UNIQUE NUMBER: **First Semester:** **633614**
 Second Semester: **633615**

Question 1

Which one of the following options is the market value of production that occurs within the national borders of a country, without regard to whether the factors of production are domestic or foreign?

1. Gross domestic product.
2. Gross national product.
3. Net domestic product.
4. Net national product.

Question 2

The concept of Purchasing Power Parity (PPP) has been introduced to measure the comparative wealth of countries, based on their respective Gross National Income. Of what particular importance is PPP as compared to other measures like the GDP, the GNP and the GNI?

1. PPP measures the relative ability of two currencies in relation to the quantity of goods purchased.
2. PPP measures the relative ability of two currencies to access the same quantity of services in each country.
3. PPP is an indicator of the purchasing power of a regional financial market to buy the same level of goods and services.
4. PPP is an indicator of the power of a national currency to buy as many goods and services, to preserve its face value.

Question 3

It has been established that there is always a strong link between a nation's economic systems and its political ideology. How would you describe China's economy that combines democratic ideology, with a very strict economic regulatory framework?

1. A market economy
2. A command economy
3. A mixed economy
4. A democratic economy

Question 4

Which of the following is a consideration to realise potential benefits associated with investing or doing business abroad?

1. The market size of the host nation.
2. The market size of the home nation.
3. The purchasing power of the home country's currency.
4. The purchasing power of the host country's currency.

Question 5

One of the main characteristics of a developing economy is:

1. A long history of political stability.
2. A highly educated and literate population.
3. Access to good medical facilities by the citizens.
4. A rapidly developing financial sector.

Question 6

When multinational enterprises (MNEs) emphasise the realisation of location and experience curve economies in the production and marketing of largely low cost, standardised products, they are said to follow:

1. An international strategy
2. A global strategy
3. A multidomestic strategy
4. A transnational strategy

Question 7

A global mindset of an organisation is the ability of an enterprise to:

1. be open to new experiences and to remain the same over time.
2. be willing to learn new skills and competencies in order to ensure a competitive local presence.
3. operate on the premise that cultures can be the same without being superior or inferior to others.
4. accept diversity and heterogeneity as natural and as a source of opportunities and strengths rather than a necessary evil.

Question 8

A strategic alliance is one of the strategies used by MNEs for entering foreign markets. Which one of the following is a motivation for adopting this strategic approach?

1. Obtaining economies of scale and achieving horizontal integration.
2. Gaining access to new technology and diversifying into new businesses.
3. Acquiring a means of distribution and forming alliances with competitors.
4. Overcoming economic barriers.

Question 9

Which one of the following is an important factor to be considered when planning to form relationships or alliances with any business partner?

1. The active participation of junior management in choosing alliance partners.
2. Allocation of responsibilities to each alliance partner from the beginning.
3. Careful selection of the management of the alliance partnership.
4. Streamlining and accelerating every aspect of the relationship.

Question 10

Which one of the following market entry modes is characterised by the advantages of protection of technology, the ability to engage in global strategic coordination, and the ability to realise location and experience economies?

1. Exporting
2. Licensing
3. Joint ventures
4. Wholly owned subsidiaries

Question 11

Which of the following is one of the key advantages of licensing as a mode of foreign market entry?

1. Level of market entry costs.
2. Level of control over foreign operation(s).
3. Extent of achieving experience curve economies.
4. Extent of the transfer of technological know-how.

Question 12

A competitive cost advantage could be attained for the international firm if international managers ensure that:

1. a good analysis of potential foreign investments is conducted.
2. the firm's exposure to necessary risky situations is maximised.
3. organisational cash flows are optimised by increasing management overheads.
4. the firm's tax burden is minimised through tax evasion.

Question 13

The following are regarded as environmental risks **EXCEPT**:

1. unexpected government imposed discriminatory taxation.
2. managerial inability to cope with host country labour disputes.
3. the imposition of import and export controls.
4. unfair competition from host country public sector enterprises.

Question 14

Which one of the following alternatives is **NOT** appropriate for the transition of a country to a market economy?

1. Liberalisation of its economic activity, prices, market operations and allocation of resources to their most efficient use.
2. Not imposing hard budget constraints, which allows for a smoother transition to a market economy.
3. Achieving effective enterprise management and economic efficiency.
4. Developing indirect, market-oriented instruments for macro-economic stabilisation.

Question 15

In his research into the influence of national culture on international business involvement, Hofstede identified some cultural dimensions that generally account for perceived cultural differences. Which one of the following alternatives is **NOT** correct in this regard?

1. Time orientation
2. Individualism and collectivism
3. Uncertainty avoidance
4. Uncertainty acceptance

Question 16

One of the following is a potential benefit flowing from a joint venture arrangement:

1. taking advantage of partners' weaknesses.
2. pooling of organisational risks and costs.
3. protection of technological know-how and expertise.
4. pooling complementary knowledge and expertise.

Question 17

Which one of the following is **NOT** a determinant of a successful strategic alliance?

1. Clearly defined roles and rights of each of the alliance partners.
2. Careful choosing of alliance partners.
3. Support of the partnership by junior management.
4. Total openness about the alliance relationship.

Question 18

One of the threats of globalisation for Africa is the continent's inability to achieve sustainable development. Which of the following could account for this problem?

1. The maintenance of a peaceful and stable political environment.
2. Lack of access to global finance.
3. Inefficient political and economic institutions.
4. Inadequate political and economic leaders.

Question 19

The Trade, Development, and Cooperation Agreement (TDCA) is an important bilateral trade agreement between South Africa and the European Union. Which of the following makes the agreement important to the SADC region?

1. Free flow of goods and services from the EU to the entire SADC region, thereby lowering the income generated through tariffs by the regional members.
2. The SADC regional market could be exposed to sub-standard products coming from EU manufacturers.
3. The manufacturing industry within the SADC region could benefit from scale economies by exporting to the EU.
4. The 'agreement' could lead to a shortage of manufactured products in the SADC region as manufacturers will be more interested in exporting to EU rather than selling within the SADC market.

Question 20

While some African countries have performed well over the past few years, there are others that have recorded disappointing economic results, or which have been undermined by political instability. How best can Africa achieve rapid economic growth?

1. By encouraging the development of economically viable industrial sectors.
2. Through the successful exploration of available mineral and natural resources.
3. By restricting trade and labour mobility among member nations on the continent.
4. Through the abolition of free trade so as to expand local industrial and market capacities.

ASSIGNMENT 03**SELF-EVALUATION ASSIGNMENT**

This assignment applies to both the **first** and **second** semesters.

PLEASE NOTE: This assignment **must not** be submitted for evaluation. You will receive a tutorial letter with detailed guidelines for evaluating this essay question yourself.

"A country transforming its economy and seeking to build strong national companies could be uncertain as to whether to model them on the Japanese "keiretsu", the Korean "chaebol" or Anglo-Saxon companies that focus on their core business. In any event, each of these approaches reflect cultural differences across and within nations that can affect the way in which business is practiced".

Given these cross-cultural realities you are required to:

- (a) Define "culture" (2)
- (b) Discuss the determinants of "culture" and "business ethics" (10)
- (c) Explain the link between culture and competitive advantage with reference to building strong national companies. (5)

- (d) Comment on the importance of "culture" and the workplace with particular reference to Hofstede's study on how culture relates to the values in the workplace. Do Hofstede's observations hold true for countries who are transforming their economies? (8)

[25]

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