



**NAMIBIA UNIVERSITY  
OF SCIENCE AND TECHNOLOGY**

**FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION  
DEPARTMENT OF GOVERNANCE AND MANAGEMENT SCIENCE**

<b>QUALIFICATION: BACHELOR OF MANAGEMENT</b>	
<b>QUALIFICATION CODE: 07BBMA</b>	<b>LEVEL: 8</b>
<b>COURSE CODE: GBM811S</b>	<b>COURSE NAME: GLOBAL BUSINESS MANAGEMENT</b>
<b>SESSION: JUNE 2023</b>	<b>PAPER: 1</b>
<b>DURATION: 3 HOURS</b>	<b>MARKS: 100</b>

<b>SECOND OPPORTUNITY EXAMINATION QUESTION PAPER</b>	
<b>EXAMINER(S)</b>	Prof. A.R Asa Ms O.N Kangandjo
<b>MODERATOR:</b>	Mr M B Simasiku

**THIS QUESTION PAPER ~~WILL~~ CONSISTS OF 3 PAGES** (Including this front page)

<b>INSTRUCTIONS</b>	
1.	Answer <b>all questions</b> .
2.	Read all the questions carefully before answering.
3.	Marks for each question are indicated at the end of each question.
4.	Please ensure that your writing is legible, neat and presentable and start each Section on a new page.

**PERMISSIBLE MATERIALS**

1. Examination question paper
2. Examination answer sheet

## SECTION A

### Question 1

[83 Marks]

- 1.1 Discuss how technological change has contributed to globalisation. (7)
- 1.2 Consider whether the shift toward a more integrated and interdependent global economy is a good thing. Discuss the shift from the eyes of a consumer, a worker, and a company. (6)
- 1.3 Discuss the effects of private ownership of production/resources in a market economy. (8)
- 1.4 The legal system of a country is of immense importance to international business. What is a country's legal system? Why is it important to international businesses? (6)
- 1.5 Discuss the ways in which public action to violate property rights can occur. (10)
- 1.6 The past two decades have witnessed a proliferation of regional trade blocs that promote regional economic integration. Describe the different levels of regional economic integration, detailing how each operates. (20)
- 1.7 Managers need to pursue strategies to maximise the value of the firm. What is strategy? What strategies can managers pursue to increase profitability? (4)
- 1.8 Firms must choose among four main strategic positions when competing internationally. Draw a matrix illustrating the conditions under which each of these strategies is most appropriate. (10)
- 1.9 Discuss the utilitarian approach to business ethics. What are its drawbacks? (10)

## SECTION B

### Question 2

[17 Marks]

Read the case below and answer the questions thereafter.

#### Tips for Negotiating in China

Westerners visiting China are often deadline-driven and frustrated by the apparent slow pace at which business seems to be discussed. This is often due to the fact that the Chinese side is seeking to establish a relationship first and because decisions in many Chinese organisations, particularly state-owned ones, are group consensus-driven. However, if they have the mandate or are at a high level of seniority, Chinese negotiators are often able to make lightning fast decisions when it benefits them. They are not bothered by negotiations dragging on for hours as they the Chinese are always willing to sacrifice family and leisure priorities to win negotiations. They are also adept at using time to their advantage, for example, pushing for agreement after a boozy banquet or just before the foreign party is about to head back to the airport.

Having “face”- high status in the eyes of one’s peers – is very important in China and is a mark of dignity. Ensure that you don’t insult people, criticise them in front of others, make fun of them (even in a good-natured way), or treat them as less senior in their organisation than they are. On your side, you can earn face with Chinese counterparts through, for instance, the way in which you conduct yourself and present your company, or praising members of your own team while in their presence. It is best to avoid showing anger, even if you are frustrated, but be aware that Chinese negotiators sometimes use this tactic in an attempt to apply pressure.

Source: Absctac from Schmittzehe e al. (2005) as cited by Badenhorst-Weiss (2013)

- 2.1 Briefly outline the 5 key dimensions of national culture from Geert Hofstede’s research. (5)
- 2.2 Discuss the culture of the Chinese based on any four Hofstede’s dimensions manifesting in the given case. (12)

**END OF QUESTION PAPER**