



ZIMBABWE EZEKIEL GUTI UNIVERSITY

FACULTY OF BUSINESS, ECONOMICS AND ACCOUNTING

DEPARTMENT OF BUSINESS ADMINISTRATION AND MANAGEMENT

EXAMINATION PAPER

COURSE CODE: CMA403

COURSE TITLE: INTERNATIONAL MARKETING

DURATION: 3 hours

18 FEB 2022

DATE:

INSTRUCTIONS TO CANDIDATES

1. No cellphones are allowed in the examination room
2. Answer question 1 and any other 3 questions from section B
3. Begin each question on a new page
4. The number of marks for each question or part question is shown in brackets []

SECTION A

SEOUL

In a time-honored practice in South Korea's corporate culture, the 38-year-old manager at an online game company took his 10-person team on twice-weekly after-work drinking bouts. He exhorted his subordinates to drink, including a 29-year-old graphic designer who protested that her limit was two glasses of beer. "Either you drink or you get it from me tomorrow," the boss told her one evening. She drank, fearing that refusing to do so would hurt her career. But eventually, unable to take the drinking any longer, she quit and sued. In May, in the first ruling of its kind, the Seoul High Court said that forcing a subordinate to drink alcohol was illegal, and it pronounced the manager guilty of a "violation of human dignity." The court awarded the woman \$32,000 in damages for the incidents, which occurred in 2004. The ruling was as much a testament to women's growing presence in corporate life there as a confirmation of changes already under way. As an increasing number of women have joined companies as professionals, corporate South Korea has struggled to change the country's corporate culture, starting with its attitude toward alcohol.

TOKYO

The experience of Kayoko Mura illustrates a big shift in attitudes of Japanese companies toward female workers. When Mura quit her accounting job 16 years ago, food giant Kagome Co. did little to stop her. She was getting married and felt she could not ask for a transfer to Tokyo, where she and her husband were to live. But last summer, Kagome's Tokyo office sought out Mura, now 44 years old, and wooed her back to the same kind of job she had had before. It also assigned a system engineer to work with her until she got up to speed with the computer system. Kagome even accepted her request to work part-time, just three days a week, six hours a day. "There are many women who quit after we had spent time and money in training," says Tomoko Sone, a Kagome spokeswoman. "For the company, [not hiring them back] is such a waste."

OSLO

Beginning in 2008, all public companies in Norway were mandated to have at least 40 percent women among their board members. Before the law passed in 2003, 7 percent of corporate board members were women. But the number has risen quickly, as suggested in Exhibit 5.4, to 36 percent in 2008, though 75 companies have yet to meet the quota. Statoil's Chairman of the Board, Grace Reksten Skaugen, explains her gender's advantages: "Women feel more compelled than men to do their homework, and we can afford to ask the hard questions, because women are not always expected to know the answers." Reksten Skaugen was voted Norway's chairperson of the year for 2007.

Sources: Norimitsu Onishi, "Corporate Korea Corks the Bottle as Women Rise," *The New York Times*, June 10, 2007, pp. 1, 4; Miho Inada, "Japanese Companies Woo Women Back to Work," *The Wall Street Journal*, July 23, 2007, pp. B1, B3; Siri Terjesen and Val Singh, "Female Presence on Corporate Boards: A Multi-Country Study," *Journal of Business Ethics* 85 (2008), pp. 55-63; "We Did It!" *The Economist*

Question 1

- a. Using examples from the case comment why there is hesitancy among multinational companies to offer women international assignments. **15 marks**
- b. Discuss the challenges to international marketing outlined in the case **10 marks**

Question 2

Examine any four advantages that gives exporting leverage over other market entry strategies. **[25 Marks]**

Question 3

Comment on the assertion that ' a Joint Venture is the best option of getting into international marketing markets.' **[25 marks]**

Question 4

Critically evaluate why international managers need to understand different cultures by applying Hofstede's classification scheme. **[25 marks]**

Question 5

How would you apply the following international marketing approaches?

- a. Modular approach **[12 marks]**
- b. Core-Product (Common Platform) Approach **[13 marks]**

END OF PAPER