



COLLEGE OF BUSINESS AND ECONOMICS
JOHANNESBURG BUSINESS SCHOOL
DEPARTMENT OF BUSINESS MANAGEMENT
FINAL WRITTEN ASSESSMENT

SUBJECT:	INTERNATIONAL PERSPECTIVES
CODE:	BMB9X02
DATE:	4 JUNE 2018
TIME ALLOWED:	3 HOURS
TIME:	08:30 – 11:30
TOTAL MARKS:	100

ASSESSOR:	DR A MAKKA
MODERATOR:	PROF AR AREGBESHOLA (UNISA)
NUMBER OF PAGES:	2

INSTRUCTIONS:

1. This is an open-book assessment.
 2. Question papers must be handed in together with your answer books.
 3. Read the questions carefully and answer only what is asked.
 4. Answer all the questions.
 5. Marks will not be allocated for listing and/or naming.
 6. Number your answers clearly.
 7. Write neatly and legibly on both sides of the paper in the answer book, starting on the first page.
 8. Structure your answers by using appropriate headings and subheadings.
 9. The general University of Johannesburg policies, procedures and rules pertaining to written assessments apply to this assessment.
-

With reference to the case study on “Nando’s International: Taking Chicken to The World”, given to you two months before the exam via email and placed on Blackboard, please answer all of the following questions:

QUESTION 1

Evaluate three of the four managerial implications of the resource-based view according to the Andersen (2010) article with reference to the experiences of Nando’s in South Africa. (15 marks)

QUESTION 2

Propose three well motivated suggestions that Nando’s can implement in South Africa in order to develop the three capabilities identified by Ovanessoff and Purdy (2011). (15 marks)

QUESTION 3

Based upon your knowledge of Nando’s as per the case study, identify five ways in which Nando’s differentiates itself from its competitors. Motivate your answer.

(10 marks)

QUESTION 4

Based on the Nando’s case study, South Africa and Malaysia have been identified as important markets for Nando’s.

Using Hofstede’s dimensions of national culture, 1) compare the national culture of South Africa and Malaysia in terms of power distance, individualism, masculinity, uncertainty avoidance and long-term orientation. 2) Briefly discuss the implications of your findings for Nando’s. (15 marks)

QUESTION 5

Using the resource-based framework called the VRIO framework which focuses on value-creation, rarity, imitability and organisational aspects of resources, evaluate how useful Nando’s resources are. Motivate your answer. (15 marks)

QUESTION 6

Using the integration-responsiveness framework, explain what type of strategy Nando’s followed. Motivate your answer. (15 marks)

QUESTION 7

Based upon your knowledge of Nando’s as per the case study, do you think that Nando’s chose the right countries to enter? Motivate your answer. (15 marks)

END OF ASSESSMENT