

WOMEN'S UNIVERSITY IN AFRICA



Addressing gender disparity and fostering equity in University Education

FACULTY OF MANAGEMENT AND ENTREPRENEURIAL SCIENCES

MASTERS DEGREE IN BUSINESS ADMINISTRATION

MAIN PAPER

MBA115: E-BUSINESS MAIN

INTAKE 21: FIRST YEAR SECOND SEMESTER

TIME: 2 HOURS AFTERNOON

INSTRUCTIONS TO CANDIDATES

Answer **Question 1** and any other two

Question 1

The Covid 19 pandemic caused loss of life and induced an economic depression in several countries across the whole world. This has resulted in a losses of life and failure of businesses. When the government of Zimbabwe imposed a level 5 lockdown, all companies that were classified as non critical services had to discontinue face to face business during the lockdown. This caused a loss of revenue that threatened your company to get liquidated.

Against this background, your company has just promoted you from Chief Information Officer to e-business manager. This was done in order to put you in charge of the new e-commerce arm that was meant to operate in the new e-business normal. During the lockdown period that lasted from March to July you managed to introduce the e-commerce unit with a few members of staff working from home. As soon as lockdown was lifted from level to level 2, all workers returned to work and the offline business mode of operation has taken centre stage.

While there is no policy to terminate the e-commerce section, you have noticed that it is slowly being dismantled. You brought this to the attention of the CEO and she only agree to keep it alive in case another lockdown may be imposed in the winter. As a result she has asked you to do the following:

- a) Discuss what steps or success factor that your company should have taken to secure irreversible change. [20]
- b) Compare and contrast with examples any two organisational structures that may allow the e-commerce department co-exist within the current company structure as a matrix, distributed, autonomous or new division. [20]

Question 2

Your company intends to be more customer oriented. Part of the plan includes adopting the manuals in the knowledge base to be more compliant with e-commerce. You required to present an alternative to marketing mix into a more customer-centric model giving reasons why it is ideal for the e-marketing than the traditional 7Ps. [20]

Question 3

An multinational company is informed that Zimbabwe is one of Southern Africa's most ardent user of e-electronic money. That is, in the form of RTGs electronic cards and mobile money. They also know that it also enjoys a high internet penetration of about 87%. As an e-business consultant, you are required to critically explain to them why Zimbabwe is failing to excel in e-commerce and how it can overcome any inhibitors under the current circumstances.

[20]

Question 4

Critically compare two e-payment systems you are familiar with and discuss which one of them is more appropriate for accepting transactions between

- a) A Chinese clothing company and its customers in Zimbabwe and [10]
- b) A Harare based supermarket chain and its suppliers from A1 farms. [10]

Question 5

An e-business consultant has recommended that you test your conversion and attrition rates. Explain with examples why this is important in evaluating the performance of an e-commerce site?

[20]

END