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DYING BUSINESSES IN AFRICA: IS THE MBA THE ANSWER?

Dr. KEHDINGA GEORGE FOMUNYAM

Mangosuthu University of Technology, South Africa.

ABSTRACT

Businesses are engines of growth and development, because they help in the reduction of poverty and unemployment. However, the rate of dying businesses in Africa is on the increase, because of the increase of business failure. The problem of increasing rate of business failure in Africa needs urgent solution. Although, scholars have tried to find a lasting solution to this problem, the problem still persists. This made this paper propose a solution that has naot been raised before now. The MBA was hypothetically proposed as the solution to the increasing number of dying businesses in Africa. First, the study highlighted the causes of business failure in the African continent. Then, the paper explained extensively how the MBA programme can help solve each of the causes of business failure earlier mentioned by the study. Based on the analysis of this study, the study concludes that the MBA is a viable solution to the increasing rate of dying businesses in Africa. The study recommends that top management positions of businesses in Africa should be occupied by employees with the MBA degree.

KEYWORDS: Business, MBA, Business Failure& Dying Businesses

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INTRODUCTION

Although, the ultimate aim of any business is still to make profits, they are also important engines of economic growth and development and contribute enormously to reduction in poverty. Agreeing to this view is Hashi (2017). The author revealed that businesses play a key role in terms of production, employment generation, contribution to exports and facilitating equitable distribution of income. Hashi further related that businesses contributes to the manufacturing sector and Gross Domestic Product (GDP), mitigates the problem of deficit balance of payment accounts through its export promotion and promote the efficient distribution of income and wealth. In numeric terms, businesses in Africa provide up to 60% of employments and contribute above 50% to the GDP. To Oduntan (2014), businesses are important sources of technological and industrial development. This means achieving technological and industrial revolution in Africa is somewhat tied to the performance of businesses in the continent.

Because of the highlighted importance of businesses in Africa to Africa, it is therefore pertinent that local businesses perform highly. However, worryingly, businesses in Africa are constantly dying, amounting to a high number of business failure in the continent. Businesses in Africa are struggling to survive, showing a decline in employment and turnover contrary to global trends. Samusodza (2018) is of the view that most start-up businesses in Africa fail to survive beyond their first five years of existence. Specifically, according to the Small Business Association [SBA] (n.d.), 30% of new businesses fail during the first two years of start-up, 50% during the first five years and 66% during the first 10 years. The SBA goes on to state that only 25% make it to 15 years or more. These figures show explicitly that new start-ups in Africa struggle to survive, hence, leading to a high rate of business failure in the continent.

The Masters of Business Administration (MBA) can be useful in reducing the number of failed business start-up in Africa. There are important skills business owners and employees need to possess to make certain that businesses not only survive but also flourish. The MBA programme provides students with necessary business skills for them to become good business leaders (Ollerton, 2014). The MBA programme according to DeGraca (2018) benefits its students and often extends beyond their career and professional goals. This means benefits gotten from the MBA programme are applicable to non-work life as well. Syedaali (2017) discoursed that an MBA course will challenge a professional's ability to lead, adapt, and think outside the box, as well as equip them with all the attributes that make the ideal employee. Similarly, Encio, Buenviaje, Refozar and Laguador (2016) is of the view that graduates of MBA programme are competent and successful business leaders, managers, and industry practitioners who possess the required professional skills in leadership and management of business enterprises and organisations and can apply the universal humanistic values and contribute to the growth and development of their organisations and host communities. Therefore, having employees with MBA degrees in an organisation can bring a whole host of positive effects to such organisation, as they can apply research skills as well as quantitative analysis or other problem solving techniques in their work environment. Hence, the MBA programme have the capability to reduce business failure. Therefore, this study proposes the MBA programme as a possible solution to the problem of high rate of dying businesses in Africa.

This study is divided into five sections. The first section briefly touches on the history of business and trade in Africa. The second part focuses extensively on the reasons why businesses are dying in Africa, while the third part focuseson details of the course content of the MBA programme. The fourth part centres on explaining how the course content of the MBA can help develop skills that are needed in combating the problem of dying businesses in Africa. The final part concludes the study.

BUSINESS FAILURE IN AFRICA

Kamo (2013) believes that leadership failure is one of the major causes of dying businesses in Africa. Effective leadership can mean the difference between business success and failure. Mack (2017) revealed that ineffective leadership leads to disillusionment, quitting and tension in a wide array of endeavours such as business, team sports and politics and leads to business failure. Ineffective leaders are often complacent, always believing that a task is done even when improvements can be made. Poor leaders have communication problems. Mack (2017) asserted that ineffective leaders make orders and give instructions that are enigmatic and misguided, and this makes employees or other team members often have difficulty understanding the leader's motivation behind certain orders, because they make little sense and even contradict the team's stated objectives. Ineffective leaders are culpable. This means they do not own up to their mistakes, by always shifting blames to innocent followers or hide the gravity of their mistakes.

Bill and Seaman (2005) revealed that the biggest risk of failed leadership is when the market changes so much, and bad leadership makes organisations changes so little, such that the organisation's products and services no longer satisfy customer needs to the degree required. Ineffective leaders most times lack clear vision and they implements poor strategies to achieve the already ambiguous vision of the organisation. All this bundled together affects business success negatively.

Eni (2018) related that successful business is not only composed of business strategies but also exceptional leadership. A leader that is exceptional will be able to explain to his/her employees the purpose of the business and conveys successfully the objective of the business to them. Strong leadership according to Eni (2018) builds strong organisational culture. The author explained that the key players in forming a great organisational culture are top management because they have the authority to create a culture. Good leadership leads to strong organisation, and strong organisational culture increases the productivity and overall efficiency of a business.

Lack of value is another major cause of business failure. Anderson and Narus (1998) explained value in business markets to be the 'worth in monetary terms of the technical, economic, service, and social benefits a customer company receives in exchange for the price it pays for a market offering'. Organisations with great products or services may still fail. This may be as a result of lack of strong value propositions. Kamo (2013) is of the view that lack of product or service value makes organisations not to stand out among competitors. That is to say value is a factor that distinguishes an organisation from other organisations. Lake (2018) asserted that for marketing efforts to be effective, consumers need to be persuaded that they are useful and provide good value. Customers will not buy a products that they perceive do not have value. This is because it is perceived value that makes customer make purchase.

Customers that perceive a product or service as unnecessary will definitely not make a purchase. Lake (2018) stated that when a product or service do not meet customer needs, does not make the lives of their customers easier, or does not make their lives feel better, then prospective customers will believe the product or service cannot satisfy their needs and will look for an alternative product or service with value. The primary aim of a business is to achieve organisational objectives. This can be done only if organisations can sell their product or service offering. However, where the product or service offering lack value, sales will be difficult to make, thus, affecting business success.

On the other hand, business models are important to achieve business success. A business model is a plan for the successful operation of a business, identifying sources of revenue, the intended customer base, products, and details of financing. Building a business on a model that is not sound, or operating without a business plan, and pursuing a business for which there is no proven revenue stream may prove dangerous to the survival of a business. This is why Kamo (2013) discoursed that a business idea may be good but failure may come in the implementation of the idea if there are no strategic guidelines in place or a faulty business model. For a business to succeed, Garner (2014) stated that great technologies, products and services must also have the right business models to support and sustain them. This means businesses with flawed business models may still fail even when they have valued propositions that customers want or technologies that customers crave. Garner (2014) continued by saying that the most obvious flaw is when a business model's value propositions generate more costs than revenues from customers.

A business model can be flawed in different forms. First, a business model is flawed when it fails to establish the proper channels to reach and deliver value to your customers. A business model may also be flawed if it fails to establish customer relationships that allow an organisation to successfully retain and grow their customer base sustainably. To be successful, a business needs to design a model that works not only for their customers but also for the organisation.

Different scholars believe that financial management is also a responsible factor for business failure. Financial management is one of the most important responsibilities of owners and business managers. Woodruff and Seidel (2019) stated that organisations must consider the potential consequences of their management decisions on profits, cash flow and on the financial condition of the company.SmallBizTrends.com, a business news resource, give an insight which states that 40% of small businesses make a profit, 30% come out even, and the remaining 30% lose money. The 30% of businesses losing money on monthly basis is outrageous, needing a solution. Kamo (2013) said that an organisation must be prudent in spending. That is to say, an organisation must know, down to the last dime, where the money in their business is coming from and where it's going in order for them to succeed. Businesses must have a funding plan and a reserve of money they can call upon in the advent of financial crisis.

Poor financial management comes with social consequences. These social consequences relates to financial debt that can be overwhelming and in turn cause a number of problems. One of the social consequences of poor financial management is repossession (Hodgson, 2013). If an organisation lend money however fails to keep up with repayments agreements. The lender has the right to take the goods away from the organisation. Organisations may well have to pay the lender what it costs to repossess them. Businesses that cannot manage their money end up losing goods, being sued, and declared being bankrupt.

Woodruff and Seidel (2019) asserts that poor financial management affects the life cycle of a business. The authors continued by saying that most organisations experience losses and negative cash flows during their start-up period, making financial management extremely important during this time. This means businesses must make financial projections of these negative cash flows so they have idea how much capital will be needed to fund the business until it becomes profitable (Woodruff & Seidel, 2019). As business grows, more finance will be needed to maintain the growth. This makes financial management crucial to maintain organisational growth.

Business start-ups sometimes grow faster than anticipated, and might become difficult for businesses to keep up with. If a business grows too quickly, or expands too rapidly, such business could experience financial, legal, staffing, resource and supplier problems (Business Queensland, 2019).According to Business Queensland, common problems business confront as caused by rapid growth include: outgrowing businesses premises in the short term, therefore limiting space for everyone to work efficiently; morale may drop if staff cannot cope with the extra work just as productivity can decrease; management may be under pressure, operating reactively rather than proactively; quality of products and services could drop, causing an increase in customer complaints and decrease in customer base; staff turnover may increase due to heavy workloads, leading to lost of vital knowledge; and business may lose touch with competitors' activities.

Fels (2018) on the other hand stated that businesses may face cash flow crunch as they deal with increased demand for their products or services. This means a cycle or two of delayed payments from customers could leave businesses confronting cash flow crunch. As businesses grow beyond the anticipated level, organisations may struggle to meet customers' need promptly. This is why Fels argued that organisations suffering from rapid growth may receive a lot of negative feedback due to customer service issues. Numerous negative feedbacks from customers indicate businesses are unable to cope with growing market demand because they are overwhelmed with high demand. Numerous negative feedbacks from customers impede business success.

Lack of planning is another cause of business failure in Africa. Plans for an organisation could be either short term or long term, or a combination of both. Silver (2018) advised that organisational plan 'should predict where the organization will be in two or five years, listing specific, measurable goals and results and that the plan should also include a specific "to-do" list that keeps everyone informed of the necessary actions and resources, as well as listing who is responsible for the all the tasks'. Lack of planning can also result in shortage of necessary resources. Silver stated that without an analysis of how often resources need to be replenished, these necessities will not be found where and when needed. These resources could be the commonest thing in the workplace. But its absence or shortage may affect organisational productivity negatively.

Although, sometimes it can be necessary to allow organisational process play out organically, this unplanned approach to business can be very detrimental. This is why Johnson (2019) revealed that developing concrete plans helps guide organisations in a positive direction and prevents going down any expensive roads that lead to nowhere. This means one of the top and fatal consequences of poor planning in organisations is business failure (Sharp, 2015). Sharp continued by asserting that improper planning will result in the assignment of redundant tasks, thus increasing the cost and time accrued to organisational business processes. Increment in the cost of organisational processes definitely will affect business survival, increasing the chances of a business failing.

Result of poor planning includes: poor time management; ambiguous definition of organisational objectives; improper business forecast; dissatisfied customers; lack of support from stakeholders; and exposes organisations to unpredicted high risks and problem.

The marketing strategy a firm adopts affects its business operations. Marketing strategy is the method employed by a firm to increase sales and achieve a sustainable competitive advantage. This means marketing strategy is a plan of action that is designed to promote and sell a product or service. Bad marketing can be disturbing and can affect the fundamentals of communication (Sacristan, 2013). Lack of marketing expertise can affect business success. This is why James (n.d.) stated that many businesses become over ambitious and go for extreme marketing campaigns that are not necessary for their business type, and this leads to depletion of funds, which can be used for other purposes. Similarly, Roos (n.d.) discoursed that another danger of rushing into an expensive marketing campaign without having a proper business model, is that it crumbles a business financially. A poor market research data gives unclear research report findings and blurred vision of future growth prospects of a business (iResearch, 2018).

Likewise, technology and business success are related. Technology revolutionise business processes, and also makes businesses enjoy level playing field. Technology allows businesses create effective processes using the most effective technology available. Out-dated technology is detrimental to the success of a business. For example, if an organisation make use of equipment or facilities that are out-dated such as making use of outdate technologies when competitors are using modern technologies you will just end up being behind them.

Improving technological processes can be very expensive. According to Papiewski and Weedmark (2019), virtually every meaningful piece of tech can come with a host of costs, including upfront expenses, recurring fees and maintenance charges. Technologies are continually invented, meaning organisations have to always purchase and train their employees on how to use the newly invented technology. This is exactly why Papiewski and Weedmark said that the investments in money and employee time for training can be substantial, and that the hours and days spent learning new to use technology is time not spent taking care of customers. Organisational technologies are constantly modified to meet changing customer needs, therefore, training and retraining of employees becomes very necessary. The major problem of technology to business is that it can be financially overbearing, and very frustrating, as new and better technologies are constantly made available to improve business processes. So, businesses are sometimes forced to adopt some technologies that ordinarily they would not have liked to use, because of its financial implications.

Poor pricing strategies impede business success also. In business, pricing is a very important factor, as it determines whether a consumer purchases a product or not. Just as pricing is important to consumers, it is equally important to organisations. Keefer (2019) explained that for a business to survive, it takes a combination of favourable market trends, product quality, consumer liking, product differentiation and good pricing strategies. This means that over-pricing and under-pricing can significantly affects the success of a business.

Setting the price of a product low can drive up sales, as customers may prefer to buy products that are less expensive. However, there is the fear that consumers might think that the quality of a product is poor if the price is too low. Consumers look for value and not just products with the lowest prices. On the contrary, when a product or service is overpriced, it may be difficult to compete with other substitute products or services. That is why Lovering (2019) is of the view that an overpriced product or service is not one of a kind, and it's easy for competition to undercut an organisation and lure customers away based on price alone.

The location of a business determines its success. This is because businesses need to establish suitable locations that generate the most customer traffic (Suttle, 2019). The best location for a business is one that minimizes costs while maximizing income simultaneously. Push and pull factors are to be taken into consideration when deciding on a business location (Griffin, 2019). Push factors include: increasing costs; more competition; a reduction in demand or poor communication; and transportation systems. Alternatively, factors that pull a business to a location include: lower labour costs; a growing consumer base; government incentives; improved transportation; and communication systems.

Luthor (2019) discoursed that the location of a business positions it not only to attract a customer base but also to attract the right sort of talent to make the business a success. This means sometimes to attract talented employees, the location of a business needs to be enticing. Luthor continued by asserting that a business’s location helps it create a brand and image, since there are always parts of a city that carry a reputation, whether it is a reputation for simple living or a reputation for luxurious extravagance. This means having a good business location help organisations enjoy competitive advantage, hence, having high business performance.

Overview of the MBA Programme

The MBA was formerly called the Master of Science in Commerce degree at the first graduate school of management, the Tuck School of Business in 1900. The MSc Commerce Degree later became known as the Master of Business Administration, and was first offered by Harvard in 1908 at the then newly formed Graduate School of Business Administration. Now offered by most universities and business schools, offers the MBA across the world.

The MBA otherwise called the Masters of Business Administration is a graduate degree that has grown and advanced since its inception to fit the needs of the changing business world it was intended to serve (DeBevoise, 2017). DeBevoise continued by stating that the MBA has offered students the opportunity to cultivate critical leadership and management skills, among others. This means the MBA has made it possible for organisations to employ individuals that are well grounded in leadership and management, and ensuring organisations meet its objectives.

The MBA curriculum incudes a wide range of courses and is continually modified to meet up with changing organisational needs. In most business schools and universities that offer the MBA programme, first year students all pursue the same course of study. The Harvard Business School (HBS), believes the helps students build a solid, broad foundation of general management concepts and skills across all the key disciplines. In the first year and the first semester of the MBA, students take courses relating to finance, financial reporting and control, leadership and organisational behaviour, marketing, technology and operations management, interpersonal skills development and short intensive programmes. These courses gives MBA students in their first year knowledge in important concepts in business managements. In the second semester of the first year, students take classes on business, government and the international economy. Other courses in the second semester include: strategy; the entrepreneurial manager, finance, leadership and corporate accountability. However, there may be a few departure from some of these courses in different institutions. Although, on the average, most of these courses are taught in most MBA programmes.

In the second year, according to Lagos Business School, students choose from an unparalleled range of elective courses to build on the basic concepts developed in the required curriculum. Students are expected to choose ten from among 120 courses. This makes students develop more expertise in the field of business that entices them. In the final semester of the MBA according to the Harvard School of Business, students choose from an array of courses spanning topics from corporate board leadership to reimagining capitalism and authentic leadership development to managing global health. All these courses put together, prepares MBA graduates for the rigours of managing a business successfully.

The Role of the MBA Programme in Ensuring Business Success

The previous section of this paper was used to highlights some of the causes of business failure in Africa. Business failure is responsible for the deaths of so many businesses in Africa, thus, needing serious attention. In the earlier part of this study, the MBA was considered as a possible solution the menace of failure and deaths plaguing businesses in Africa. The high rate of business failure in Africa can be attributed to the fact that top managers and employees lack necessary skills to successfully run a business enterprise from when it is a start-up to becoming a big business enterprise. This part of the study is used to explain how the course contents of MBA can help in reducing the number of business deaths in Africa. This will be achieved by addressing individually the causes of business failure in Africa earlier mentioned, explaining how the MBA can help mitigate the problem.

The MBA programme is essential in training good and effective business leaders. MBA students take a mandatory course on leadership and organisational behaviour. This imbibes in MBA students, effective leadership qualities, also an understanding of how an organisation operates. Kamat (2017) revealed that the MBA programmes has a range of courses like the course on leadership and organisational behaviour, and they are designed for group activities, encouraging students to partake not just as observers, but rather by displaying their leadership qualities when working in teams. One of the qualities of good business leaders is self-confidence(Green, 2018). For leaders in business to be effective, they should be confident enough to ensure that other follows your commands. Confidence is one of the highest non-financial benefits of going through an MBA programme (DeGraca, 2018). The end result of having an MBA degree is that it moulds students into becoming very good business leaders having essential characteristics of a good leader.

Effective communication is another important characteristica good leader should possess. The MBA programme makes individuals effective communicators in the work place, because they take a course on interpersonal skills development. This is why DeGraca (2018) said that MBA graduates often find themselves communicating better at work with colleagues, bosses, or employees. This is as a result of the training MBA students receive when they are in school or during their internship programmes. The MBA programme trains good leaders that are effective communicators in business settings. In summary, important characteristics of an effective business leader are usually instilled in MBA graduates, which is good news for businesses.

DeGraca (2018) opined that one of the benefits of the MBA is that it makes its students think strategically. MBA course contents are structured to ensure students think strategically, as most MBA programmes teach courses on strategic management. When taking strategic management as a course in school, MBA students are exposed to real life organisational case studies, teaching them how to deal with such organisational situations. According to Lake Forest (2018), MBA students during the course of the programme learn to think strategically and apply strategic concepts and tools to the fundamental functions and processes necessary to lead a business in a dynamic and highly competitive environment. The Australian Institute of Business (2016) is also of the view that the strategic management course taken by MBA students provides an in-depth knowledge of the strategic management process and gives an exposure to the concepts and theories of competing in international markets. Topics include strategy development, competitive environment analysis and strategy implementation, prompting the student to think strategically in future business endeavours. Strategic thinking can be used by organisations to create value to their customers. Creating value to customers has a lot to do with a lot of brainstorming and forward thinking, and these are some of the attributes of the MBA graduates.

Unsuccessful business model contributes significantly to business failure as affirmed earlier. However, the MBA may be an answer to this business challenge. The MBA students take a course on strategy that teaches them how to formulate and implement effective business models. This is why Blackman (2016) stated that the MBA programme teaches students how to turn good business ideas into successful business models. MBA programs have always prepared students to launch and manage their own businesses successfully, by teaching them how to develop business models that will fit in perfectly with their business ideas.

The MBA exposes students to examples of business models that have been used by successful business people. This will help MBA students draw from the experiences of successful entrepreneurs, giving them an idea on the best business model to use for their respective businesses. Gupta (2017) believes that MBA graduates have a better chance of succeeding and getting everything technically correct in their start-up business. This means any technicality needed in having successful business start-ups is instilled in MBA students. One of the technicalities of starting a business is developing a working and effective business model, and this is made possible by taking an MBA programme.

MBA students take mandatory courses in finance, and financial reporting and control in their first and second year of study. Taking these courses improves the capacity of students to financially manage a business. Financial management is regarded as one of the important aspects of business and the MBA programme. In order to start up or even run a successful business, you will need excellent knowledge in financial management. MBA graduates have higher acumen for financial management. MBA students can utilise the financial management skills learnt in school to make important business investment decisions and forecast (DeGraca, 2018).MBA provides a strong foundation for students to be prudent financial managers. For organisations to succeed, the London School of Business (2018) argued that in order to start up or even run a successful business, organisations need employees with excellent knowledge in financial management.

Having employees with high financial acumen, according the London School of Business (2018) will ensure organisations: maintain enough supply of funds for the organisation; ensure shareholders of the organisation get good returns on their investment; have optimum and efficient utilization of funds; and creates real and safe investment opportunities to invest in. This means financial management help businesses achieve effective financial planning and control.

In summary, financial management will ensure proper formation of capital structure, proper investment of capital, effective allocation of profits, and effective management of business finances. Most importantly, organisations will make proper financial decisions that will benefit them financially only if they have employees with sound financial knowledge, and this is what the MBA programme provides for its students.

Rapid growth and over-expansion of business can be great, but as affirmed earlier, it can become problematic. A very effective way to deal with the likely problems of rapid growth and over-expansion is to have the right people at the right time, and at the helm of affairs (Business First Family [BFF] 2018). This means it is important for businesses to have the right set of employees in management positions, as it will help them in taking important decisions that will ensure they get through successfully the period of rapid growth and over-expansion without losing their customer coverage. Having with the right set of employees in managerial positions invariably means recruiting people that have an MBA degree and placing them in top managerial positions.

One of the fundamental concepts in business that is being taught to MBA students is the concept of planning. This concepts continually drum into students depicting its importance in ensuring business success. Planning according to Hill and Seidel (2019) involves 'envisioning the results the organization wants to achieve, and determining the steps necessary to arrive at the intended destination – success, whether that is measured in financial terms, or goals that include being the highest-rated organization in customer satisfaction'. Effective planning ensures efficient utilisation of efficient resources, effective management of uncertainty, creation of competitive advantage, and most importantly, achievement of organisational objectives. Inversely, poor planning allows for wastage of organisational resources, and it makes it difficult for organisations to meet its objectives.

Marketing is a compulsory course taught to MBA students. This course is designed to prepare and mould students to become creative marketers that are able to draw up effective marketing strategies. Poor marketing strategies affect business success negatively. Marketing strategy is a comprehensive plan formulated majorly for the purpose of achieving organisational objectives. This means marketing strategy highlight the path an organisation wishes to take achieve their specific objectives and goals (Standberry, 2019). Standberry argued that poor marketing strategies risks businesses: lose market share to competitors; retain few customers; and miss out on opportunities for better targeting and optimization. The common problem confronting businesses as regard marketing strategies is the formulation of an effective marketing strategy.

Olenski (2015) stated that MBA programme is useful in developing qualified knowledge with in-depth knowledge of marketing procedures. Similarly, Meglio (2019) discoursed that the MBA programme leads to a successful marketing career for employees. This explicitly means that the MBA is a solution to ineffective marketing strategies in African businesses. Since the MBA develops qualified marketers, these marketers will be useful in mapping out effective marketing strategies that will help businesses in Africa achieve its objectives.

Regardless of the size of a business enterprise, technology pays an important in the operations of business. Technology eases communication with customers, efficiency of operations, security and research capacity of a business. In continuation, according to Holyoak (2017), technology helps improve business communication, protects important assets, keep employees engaged and increase the capacity of business. This is why the MBA programme obligates students to take courses in technology an operations management. This will make MBA graduates improve their technological know-how, making them move along the technology trend. As earlier affirmed, businesses in Africa are suffering from technological problems. This is as a result of too many incompetent employees in the affairs of power in businesses in Africa.

Poor pricing strategies influence businesses performance negatively. Poor pricing is regarded to be one of the problems confronting businesses in Africa. The MBA can play an important role in this regard helping to improve the pricing strategies of businesses in Africa. Most MBA course structures have courses relating to pricing, sometimes called pricing or marketing strategy. This course draws on the fundamental disciplines of microeconomics, statistics and psychology to shed light on good pricing practice. It surveys some popular pricing practices, explores their pitfalls, and identifies the fallacies they are based on (Tepper School of Business, 2019).

This means that the MBA programme teach their students effective pricing strategies that can help business organisations succeed, making them specialist in pricing products or services. This therefore makes the MBA a response to the poor pricing strategies plaguing businesses in Africa.

CONCLUSIONS

Businesses in Africa are suffering from so many factors, and these factors are responsible for the high rate of business failure in the continent. Businesses in Africa keep dying on daily basis, therefore, needing urgent attention. This is why this paper proposed a unique solution that has somewhat before now not been looked into by the academia. This study proposed the MBA as a useful solution to the rising case of business failure in Africa. This study concludes that the MBA can be used by business organisations in Africa to ensure business success, thereby reducing significantly the number of dying businesses in the continent. Based on the analysis of this study, the study concludes that the MBA is a significant solution to the rising number of dying businesses in Africa.

Therefore, the study recommends that businesses in Africa give high consideration to MBA holders when recruiting to fill vacant organisational positions. Businesses in Africa should make it mandatory for all their employees to have MBA degrees, irrespective of the department they belong to. However, already existing employees could be given study leave and grant to enable them enrol and become MBA graduates. Finally, top management positions should be occupied majorly by individuals with MBA degrees. This will ensure policies being formulated and implemented are done by business experts. This will also ensure effective leadership that will consistently drive organisations to achieve its objectives.

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