IV Semester M.Com. (IB) Examination, June/July 2018
(CBCS)
Paper - 4.2 INTERNATIONAL STRATEGIC MANAGEMENT

Time : 3 Hours
Max. Marks : 70

SECTION — A

1. Answer any seven sub-questions. Each sub-question carries two marks. (2x7=14)
   a) What is Strategic planning?
   b) What is focus strategy? Give an example.
   c) Define core competence.
   d) What is strategic intent?
   e) What is focus strategy?
   f) What is benchmarking?
   g) What is blue ocean strategy?
   h) Explain the significance of environmental scanning.
   i) What are the generic competitive strategies?
   j) What is the Porter’s five forces framework?

SECTION — B

Answer any 4 questions. Each question carries five marks. (4x5=20)

2. Examine the impact of globalization on industry structure.

8. Choose any two cellular phone manufacturing companies and compare their competitive advantages with examples.

4. Define Corporate Social Responsibility. Explain the categories of socially responsible behaviour.
4. Write a note on International strategic alliances.

5. Explain the generic building blocks of competitive advantage.

6. Discuss some of the new business models for internet economy.

SECTION — C

Answer any 3 out of 5 questions. Each question carries 12 marks. (3x12=36)

7. Bring out the new innovation « carried forward to frame strategy and sustainability in the organization with suitable example.

8. As a corporate planner of MNC, how would you plan the environment for he different places and belonging to different industries?

9. Discuss the organizational design of American, European and Japanese MNCs.

10. Explain the SWOC analysis for Reliance Gvo 4G services in Indian market and analyse the strategic approach of Reliance Communication in this regard.

11. Explain the strategies used in global environment for building and restructuring corporate.
IV Semester M.Com. (IB)/MIB Examination, June 2017
(CBCS Scheme)
Paper – 4.2: INTERNATIONAL STRATEGIC MANAGEMENT

Time: 3 Hours
Max. Marks: 70

Instruction: Answer to all Subsections.

SECTION – A

1. Answer any seven questions out of ten. Each question carries two marks. (7x2 = 14)
   
   a) Define an MNC.
   b) What is business level strategy? Give an example.
   c) List the theories applicable to MNCs.
   d) What is meant by competitive advantage? Give an example.
   e) What is meant by green field project?
   f) Why is SWOT analysis rewritten as TOWS matrix?
   g) Define business ethics.
   h) What is meant by inorganic growth?
   i) What is meant by acquisition? Give any two recent acquisitions.
   j) Distinguish between strong organisational culture and weak organisational culture.

SECTION – B

Answer any four of the following questions. Each question carries five marks. (4x5 = 20)

2. Explain the factors behind the growth of multinational companies.
3. "There exists specific purpose in SWOT analysis". Elucidate.
4. Bring out any two real world examples of international strategic alliances.

5. Briefly explain the ways of acquiring core competence in international business.

6. Explain the Japanese Organisational design with a chart.

7. Write a note on international portfolio strategy.

SECTION – C

Answer any three of the following questions. Each question carries 12 marks. (3×12 = 36)

8. Describe the various problems faced by multinational companies in developing countries with recent incidents.

9. Explain the various motives behind mergers and acquisitions. Give any four mergers and acquisitions of your choice which resulted in achieving predetermined goal.

10. Discuss strategic planning for expansion, competitive advantage and market leadership.

11. "Formulation of strategy does not lead to success unless it is properly implemented". Discuss.

12. Answer the following:
   i) Transnational strategy.
   ii) Corporate social responsibility.
   iii) Types of MNCs.
IV Semester M.Com. (International Business)/M.I.B. Degree
Examination, June 2016
(CBCS)
Papers - 4.2 : INTERNATIONAL STRATEGIC MANAGEMENT

Time : 3 Hours
Max. Marks : 70

SECTION - A

1. Answer any seven of the following sub-questions. Each sub-question carries two marks. (7x2=14)
   a) What is meant by MNC?
   b) What is TOWS matrix?
   c) Distinguish between Joint venture and Strategic Alliance.
   d) What is Core competence? Give a real world example.
   e) What is meant by Blue Ocean Strategy?
   f) Name any four mergers at international level.
   g) How does MNC differs from TNC?
   h) What is Strategic Intent?
   i) What is Focus strategy? Give an example.
   j) Give social responsibility of an MNC in international market.

SECTION - B

Answer any four of the following questions. Each question carries five marks. (4x5=20)

2. Explain the process of internalisation.
3. Explain the reasons for Ashok Leyland to move the court against Nissan.
4. Explain the levels of strategies with suitable examples.

P.T.O.
5. "Business ethics are integral to corporate strategy". Explain.


7. Explain four basic international strategies.

SECTION – C

Answer any three of the following questions. Each question carries 12 marks. (3×12=36)

8. Discuss the various factors contributed for the growth of MNCs along with the benefits and problems from MNCs.

9. "There are various forms of owning a MNCs, each has benefits and problems". Discuss.

10. "Environmental scanning is the primary step before strategy formulation". Discuss.

11. Critically examine generic business level strategies with suitable real world examples.

12. Discuss the organizational design of American, European and Japanese MNCs.
IV Semester M.I.B. Examination, June 2015
(Semester Scheme)
INTERNATIONAL BUSINESS
Paper – 4.3 : International Strategic Management

Time : 3 Hours
Max. Marks : 80

Instruction : Answer all Sections.

SECTION – A

1. Answer any ten questions.
   (10x2 = 20)
   a) Define International Strategic Management.
   b) Define Merger.
   c) Define concentric diversification.
   d) What is a Strategic Portfolio Analysis?
   e) What are strategic objectives?
   f) What is a Strategic Business Unit (SBU)?
   g) What is competitive analysis?
   h) What is strategic choice?
   i) What is strategic implementation?
   j) What is an “Acquisition” in business strategy?
   k) What is a “Joint venture”?
   l) What is “Hyper Competition” in Business?

SECTION – B

Answer any three questions.
(3x5 = 15)

2. Explain the various reasons for a firm to go international.

3. Elucidate reasons for emergence and growth of MNC’s.

4. What are the motivations and benefits for business to enter Global and cross border alliances.

5. Explain 7s Mckinsey frame work of components that make a strategy to work effectively.

6. What are the reasons for a company to diversify and the pressure there of?

P.T.O.
Answer any two questions. \((2 \times 15 = 30)\)

7. Compare and contrast SWOT analysis with portfolio analysis.

8. What are the international entry options for horizontal growth?

9. What are strategic alliances and what are the reasons for companies or business unity to form a strategic alliance.


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\text{SECTION – D} \quad \text{(1x15 = 15)}
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11. FedEx and ups are two major USA International courier Businesses.

Fedex commenced its operations in 1984 and ups commenced its operations in 1986.

Fedex entered China in 1995 and opened operations in Beijing and Hong Kong in 1999, they started offering internet searching for tracking of parcels to its customers. Simultaneously they also commenced operations in a big way in India. Fedex had made a heavy investment in both the countries towards travelling operations and they had a huge network of purple and orange trucks for local logistics and reliable pick up and delivery services. Fedex was moving 30 tons of courier per month ups also made similar parallel entry to India and China in 1996/97. They owned their own flight operations and local logistics network in both the countries. They commenced operations in 21 major cities in both India and China and especially in India they started two joint ventures on a 50/50 partnership with two companies in 1999 and one joint venture in Hong Kong in 1999. In 1999, ups had invested more than 400 Million. Ups became a new Intra-Asia hub. Both companies were engaged in oppressive advertisement strategy and targeting customers.

Both companies were successful and ambitious on growth. This led to an increased Rivalry between the firms in 2002.

a) Examine and analyse the contrasting strategies.

b) Analyse investment patterns.

c) Forecast the future for these companies in India and China.