

<p style="text-align: center;">VPM's DR VN BRIMS, Thane Programme: MMS (2021-23) Third Semester Regular Examination February 2023</p>				
Course Name:	International Business	Course Code	MMS-C301	
Roll No.		Marks	60	
Total No. of Questions	6	Duration	3 Hours	
Total No. of printed pages	4	Date	07.02.2023	
<p>Course Outcome Statements: CO1: RECALL the basic concepts of operation of International Business. CO2: DEMONSTRATE an understanding of the need and importance of International Business by interpreting and stating main ideas of global business outlook and management. CO3: APPLY acquired knowledge to develop and reinforce a global business mind-set and key International Business skills. CO4: ANALYSE the use of diversity of global economy, market, business practices, culture and traits of effective global Leadership styles in international business environment. CO5: EVALUATE various ideas required to provide better solutions to the challenges/conflicts faced by a business operating in a international settings.</p>				
Instructions: -		Marks	BL	CO
Q. No 1 (All Questions are Compulsory)				
Q. No.	Questions			
Q. 1	<p>Case Study: Toshiba firmly believes that a single company cannot dominate any technology or business by itself. Toshiba's approach is to develop relationships with different partners for different technologies. Strategic alliances form a key element of Toshiba's corporate strategy. They helped the company to become one of the leading players in the global electronics industry.</p> <p>In early 1990s Toshiba signed a co-production agreement for light bulb filaments with GE. Jack Welch, the legendary former CEO of GE, was a Toshiba's admirer. According to him, a phone call to Japan was enough to sort out problems if and when they arise, in no time. Since then, Toshiba formed various partnerships, technology licensing agreements and joint ventures. Toshiba's alliance partners include Apple Computers, Ericsson, GE, IBM, Microsoft, Motorola, National Semi Conductor, Samsung, Siemens, Sun Microsystems and Thomson. Toshiba formed an alliance with Apple Computer to develop multimedia computer products. Apple's strength lay in software technology, while Toshiba contributed its manufacturing expertise. Toshiba created a similar tie-up with Microsoft for hand held computer</p>			

		<p>systems. In semiconductors, Toshiba, IBM and Siemens came together to pool different types of skills. Toshiba was strong in etching, IBM in lithography and Siemens in engineering. The understanding among the partners was limited to research. For commercial production and marketing the partners decided to be on their own. In flash memory, Toshiba formed alliances with IBM and National Semi Conductor. Toshiba's alliance with Motorola has helped it become a world leader in the production of memory chips. The tie-up with IBM has enabled Toshiba to become a world's largest supplier of color flat panel displays for notebooks. Toshiba believes in a flexible approach because some tension is natural in business partnerships, some of which may also sour over time.</p> <p>Toshiba executives believe that the relationship between the company and its partner should be like friends, not like that of a married couple. Toshiba senior management is often directly involved in the management of strategic alliances. This helps in building personal equations and resolving conflicts.</p>			
	a.	Analyze and list the reasons for Toshiba to enter into strategic alliances with different partners for different technologies and suggest the justification of these reasons from Toshiba's point of view.	6	Level 4	CO4
	b.	Evaluate the impact of the various measures taken by Toshiba's management to maintain the cordial relationship with their strategic alliance partners (list various measures and their impact).	6	Level 5	CO5
Q. 2		Answer Any one from the following.			
	a.	As a CEO of an American Multinational Company, looking at the current situation in China you decide to shift the assembling plant of your product in China to India. Evaluate and list the reasons for taking this decision based on Porter's Diamond model.	6	Level 5	CO5
	b.	Evaluate and list the reasons, why Indian families prefer to adopt Short Term Culture Orientation and low Uncertainty Culture.	6	Level 5	CO5
Q. 3		Answer Any one from the following.			
	a.	Analyze, list and explain the reasons/social cultural characteristics for Saudi Arabia getting a high Power Index score in the Hofstede's Cultural Dimension survey.	6	Level 4	CO4
	b.	Analyze, list and explain the factors responsible for very low Foreign Direct Investments during last	6	Level 4	CO4

		few years in Afghanistan.			
Q. 4		Answer Any two from the following.			
	a.	You have decided to open a new fast food restaurant in any country of the Europe. Apply EPRG model's Regiocentric approach and list benefits of applying this approach to achieve success in your new international business venture.	6	Level 3	CO3
	b.	You have manufactured and established a good product and brand in the domestic market and now want to enter the International market to expand your market. Which mode of entry strategy you will apply for this purpose and why (advantages and disadvantages)?	6	Level 3	CO3
	c.	What traits and behaviors, you will need and apply based on GLOBE survey in order to be a successful Team Oriented Leader and Charismatic Leader (list traits and behaviors separately for the these two type of Leadership styles) in a multinational company?	6	Level 3	CO3
Q. 5		Answer Any two from the following.			
	a.	Explain the benefits of WTO's agreement on Trade Related Aspects of Intellectual Property Rights (TRIPS) and list the major areas of Intellectual Property covered by this agreement.	6	Level 2	CO2
	b.	Explain "Departmentation" and various patterns of Departmentation used in Organization Structures. Demonstrate(Draw) one Organization structure having Departmentation by Process in a Textile manufacturing company.	6	Level 2	CO2
	c.	Explain the importance of Information Technology (IT) for effectively managing Global Supply Chain and also mention brief details of the minimum three IT software/system used for this purpose.	6	Level 2	CO2
Q. 6		Answer Any two from the following.			
	a.	What are the benefits of holding a bank account in an Offshore Bank? Select any 5 out of these benefits and explain in brief.	6	Level 1	CO1
	b.	List the nine GLOBE Cultural dimensions and explain any 5 dimensions in brief.	6	Level 1	CO1
	c.	What are the various Social factors to focus on during PESTEL analysis? Select any 4 out of these Social factors and explain how each can impact International Business.	6	Level 1	CO1