

VPM's
DR VN BRIMS, Thane
Programme: MMS (2022-24)
Third Semester Regular Examination January - February 2024

Course Name:	International Business	Course Code	C-301
Roll No.		Marks	60
Total No. of Questions	6	Duration	3 Hours
Total No. of printed pages	3	Date	08-02-2024

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 the main ideas of global business outlook and management.
CO3: APPLY acquired knowledge to develop and reinforce a global business mindset and key International Business skills.
CO4: ANALYSE the use of the diversity of the global economy, market, business practices, culture, and traits of effective global Leadership styles in an international business environment.
CO5: EVALUATE various ideas required to provide better solutions to the challenges/conflicts faced by a business operating in international settings.

Instructions: -	Marks	BL	CO
Q. No 1 (All Questions are Compulsory)			

Q. No.	Questions			
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Q. 1	Case Study:			
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In early 2019, popular press covered a news item that Kellogg's, the global leader in food manufacturing was in talks to buy a stake in Haldiram's, the Indian sweets and snacks manufacturer and valued it at \$3billion. Although the talks didn't go through, it endorsed the brand value Haldiram's had built over the years based on a rock solid foundation created by its founder Shri Ganga Bhishan Agarwal.

In 2017, Haldiram's became the largest snack company in India ahead of local and international players such as PepsiCo, Balaji, Pratap Snacks. It had sales of INR 4,224 Cr. in a market valued at ~INR 22,000 Cr. By 2019, the overall snacks market in India was valued at ~INR 27,000 Cr. and Haldiram's was expected to close FY2020 with sales of INR 5000 Cr.

So what makes Haldiram's such a lip-smacking brand that even international food biggies are trying to grab a bite of it? Haldiram's focused on innovation right from the time the brand was born. The iconic Haldiram's bhujia had gone through many changes in its shape and size. The company's product innovation along with smart marketing created Haldiram's bhujia as it is known today. Haldiram's also displayed a global mindset. After establishing its presence in India, Haldiram's eyed international markets such as US, Canada, UK, Thailand, UAE, and Sri Lanka with had strong Indian diaspora. It also grabbed shelf space in internationally renowned supermarkets such as Tesco and Carrefour.

Throughout its expansion, Haldiram's stuck to its core competency of providing Indian taste. It also focused on attractive packaging and used technology to provide snacks in nitrogen-filled pouches which

		<p>increased the shelf life of the snacks. The company also used a Carrying and Forward (C&F) agent network to distribute its products. It had a comfortable net profit margin of 8-10%.</p> <p>The future of Haldiram's looks promising. It is taking bold decisions such as partnering with startups to incubate in the consumer food space. It is also hiring professionals from industry to play a bigger role in the company which had otherwise been a family-owned business. This will go a long way in scaling up in future.</p>			
	a.	Analyze and list the reasons for Haldiram's success in international market.	6	Level 4	CO4
	b.	Recommend the future international business strategy to be adopted by Haldiram in order to expand to more countries and become a leading global brand.	6	Level 5	CO5
Q. 2		Answer Any one from the following.			
	a.	You are the international business manager of an Indian business company that has just developed a revolutionary new Solar panel that can perform the same functions as existing Solar panels but costs 30% less to manufacture. Your CEO has asked to formulate a recommendation for how to expand the Solar panels business into Europe. Your options are (a) to export from India, (b) to license a European firm to manufacture and market Solar panels in Europe, or (c) to set up wholly owned subsidiary in Europe. Recommend your CEO on which option should he choose and justify your recommendation.	6	Level 5	CO5
	b.	An Indian manufacturing firm must decide whether to make an important component part of the final product in-house or to contract it out to an independent supplier in Canada. The manufacturing of this component part requires investment in specialized machine which is non-recoverable. Currently India and Canada bilateral relations are tense and Canadian currency is expected to appreciate considerably over next decade. Evaluate the pros and cons of (a) manufacturing the component in-house and (b) outsourcing manufacturing to an independent Canadian supplier. Select appropriate option from the two options and explain your reasons for choosing it.	6	Level 5	CO5
Q. 3		Answer Any one from the following.			
	a.	As a CEO of a German manufacturing company, analyze and explain the top five social/cultural reasons for finding Saudi Arabia not as an attractive destination for setting-up your company's new plant, using the Hofstede's Cultural Dimension model.	6	Level 4	CO4
	b.	You are a business leader who owns chain of Luxury Hotels in European countries and now you have decided to explore potential of starting a new luxury hotel in India, using the determinants of Porter's Diamond model analyze and explain favorable factors supporting your decision.	6	Level 4	CO4

Q. 4		Answer Any two from the following.			
	a.	A France based defense equipment manufacturer believes that there are great opportunities if they go international. Company's Executives have narrowed the countries down to two – Sri Lanka and Iran. Apply CAGE analysis and give your reasons and rating for both the options and then suggest which Country will be your preferred choice.	6	Level 3	CO3
	b.	Apply your learnings of EPRG model's Ethnocentric approach to ensure success in your new venture of South Indian food restaurant in London city and identify the various advantages and disadvantages of applying this approach.	6	Level 3	CO3
	c.	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 choose for this purpose and why (advantages and disadvantages)?	6	Level 3	CO3
Q. 5		Answer Any two from the following.			
	a.	Explain in brief the major functions of WTO and their benefits to international trade.	6	Level 2	CO2
	b.	Explain the importance and purpose of organization structure in a global company.	6	Level 2	CO2
	c.	Explain in brief the various functions of Supply Chain department and its importance in a global organization.	6	Level 2	CO2
Q. 6		Answer Any two from the following.			
	a.	Why people doing global business prefer Offshore banking against domestic banking?	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 Economic factors to focus on during PESTEL analysis? Select any 4 out of these Economic factors and explain how each can impact International Business.	6	Level 1	CO1