


Name: Enrolment No:			
<p style="text-align: center;">UPES End Semester Examination, May 2025</p> <p> Course: International Strategy Program: MBA-IB-IV Course Code: STGM8024P </p> <p style="text-align: right;"> Semester: IV Time : 03 hrs. Max. Marks: 100 </p> <p> Instructions: No electronics items are allowed. No laptops, mobile phones, smart watches & Bluetooth earphones. Question – 16 has an internal choice. Attempt only one. Section – D is case based. Question - 19 has an internal choice. Attempt only one. </p>			
SECTION A 10Qx2M=20Marks			
S. No.		Marks	CO
Q1	MNEs’ possession and leveraging of certain valuable, rare, hard-to-imitate, and organizationally embedded (VRIO) assets overseas. From a resource-based view, owning proprietary technology and management know-how that goes into making a Tesla helps ensure that the newly minted MNE can beat rivals abroad. Which element of OLI framework better explains this term! a. Ownership of competitive advantage b. Location Advantage c. Internalization	2	CO1
Q2	Smart adoption typically involves not only appropriate decision about the amount of variation but also use of one or more complementary levers – FOCUS. Focus is applied to reduce_____ a. Burden of Variation b. Need for Variation c. Cost of Variation	2	CO1
Q3	As companies move to build a consistent global strategy, a strong tendency for headquarters managers is to try to coordinate key decisions and control global resources and have the subsidiaries act as implementers and adapters of the global strategy in their localities. Which model best explains this! a. Global Strategy b. UN Model c. Headquarter Hierarchy Syndrome Model	2	CO1
Q4	What determines the success and failure of firms around the globe! One is Formal and Informal Rules of the game, also called Institutional based	2	CO1

	<p>View and the other one under unified framework for Global Business is_____</p> <ol style="list-style-type: none"> Market Share Cash Flow Firm specific Resources & Capabilities. 		
Q5	<p>Distance between home market & foreign market resulting from perception and understanding of cultures and business differences is well explained by which of the following.</p> <ol style="list-style-type: none"> CAGE Framework OLI Framework Law of Gravity Psyche Distance 	2	CO1
Q6	<p>Bigger economies are predicted to generate more trade in absolute terms and greater distances between them should inhibit that trade. Which model/framework better explains this statement.</p> <ol style="list-style-type: none"> Psyche Distance Gravity Model CAGE framework 	2	CO1
Q7	<p>The most obvious form of adaption is called – Variation. Smart adoption typically involves not only appropriate decision about the amount of variation but also use of one or more complementary levers. Identify the right set of levers.</p> <ol style="list-style-type: none"> Focus, Externalization, Design & Innovation Innovation, Internalization, Focus & Design. Focus, Globalization, Semi-globalization & Innovation 	2	CO1
Q8	<p>In AAA Strategy triangle, R&D to Sales ratio refers to which of the following.</p> <ol style="list-style-type: none"> Adoption Aggregation Arbitrage 	2	CO1
Q9	<p>In AAA strategies for value creation across borders, aggregation involves overcoming differences to exploit economies of scale and scope. True / False</p>	2	CO1
Q10	<p>The Eclectic (OLI) theory of international production asserts that internationalization of firms is determined by three sets of forces: Operations of the company (O), the location of an attractive external country where to invest (L) and the benefits of internalizing the operations (I). True / False</p>	2	CO1
SECTION B 4Qx5M= 20 Marks			
Q11	<p>Why do firms become MNEs by engaging in FDI activities! Explain using OLI framework perspective.</p>	5	CO2
Q12	<p>Using Bartlett and Ghoshal framework – Role of National Subsidiaries. Explain the role of Strategic Leader using a suitable industry example</p>	5	CO2

Q13	Foreign firms experience some inherent disadvantages in host countries because of their nonnative status. Briefly explain this statement using any company and industry of your choice!	5	CO2
Q14	The world is predicted to evolve, following the global financial crisis of 2008, as a world that is characterized by a high level of market integration but also a high level of government regulation. Explain the concept in your own words using any current relevant example.	5	CO2
SECTION-C 3Qx10M=30 Marks			
Q15	The "ADDING Value Scorecard," a tool for assessing international business strategy, breaks down value creation into six components: Identify and Explain these six components of value creation and provide guidelines for each component.	10	CO3
Q16	<p>Using George Yip's model, identify and explain drivers of Internationalization. Using the concept, explain the cost driver for example, there is increased cost of product development relative to market life and market drivers, for e.g., convergence of consumer needs.</p> <p>OR</p> <p>DHL Global Connectedness Index, is a comprehensive analysis of globalization that tracks international flows on four parameters, providing insights into global connectedness trends. Identify and explain these four parameters and give reasons why it is important to measure the breadth and depth of international flows</p>	10	CO3
Q17	The four components of CAGE framework are often intertwined – It's hard to imagine countries being close administratively, say part of free trade agreements and yet not close culturally, geographically and economically. Demonstrate your understanding and explain this concept using CAGE framework.	10	CO3
SECTION-D 2Qx15M= 30 Marks			
Q18	How would you evaluate CEO Polman's 2010 decision to implement a new strategy based on the USLP Plan? Identify benefits and associated risks of this USLP strategy?	15	CO4
Q19	<p>How effective has the implementation of the new strategy been to date? What has it done most effectively? What concerns do you have with the implementation?</p> <p>OR</p> <p>What actions should the company take now? Which of the three options identified in the case would you recommend management take and why?</p>	15	CO4