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IV Semester M.B.A (Day and Evening) Degree Examination, December - 2023

MANAGEMENT

International Business

(CBCS Scheme 2019 Onwards)

Paper : 4.1

Time : 3 Hours **Maximum Marks : 70**

SECTION - A

Answer any Five questions from the following. Each question carries 5 marks. **(5×5=25)**

1. What is export marketing? State and explain its functions.
2. Discuss the levels of integration and its implications to international trade and commerce.
3. What is international design? Discuss the factors influencing choice of an international design.
4. Explain national and organizational competitive advantage with appropriate illustrations.
5. What is conflict management? Discuss the methods used to settle international conflicts.
6. What is technology transfers? Explain in brief the issues arising out of technology transfers.
7. Bring out the significance of international industrial relations to MNC's and its consequences to overcome global competition.

SECTION - B

Answer any Three questions from the following. Each question carries 10 marks. **(3×10=30)**

8. Explain the theories of global trade and investment and state its criticisms and applications to global trade.
9. Discuss the models of culture in detail and bring out its implications to international managers.
10. Explain the process of expatriation and repatriation in detail with appropriate examples.
11. Explain the Evolution, Growth and Development of E-commerce in India. Aslo list its advantages and disadvantages to India.

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SECTION - C

12. Compulsory Case Study: **(1×15=15)**

An American multinational company, "ZOMY," had a very strong market position in an industrial supplies business in all major countries except Japan. There they had set up a joint venture with the leading Japanese company in the industry "FAZU" the venture gave ZOMY a 45 percent ownership in return for technology transfer as well as capital investment. In discussing global coverage and global market share, the ZOMY managers included Japan in their calculations. With Japan, ZOMY's global market participation looked very complete. Japan's inclusion was particularly important and ZOMY's managers identified the country as the most globally strategic country, even more than the United States. Unfortunately, the way in which the venture was set up and the way in which the ZOMY managers operated really negated the possibility of genuine participation by ZOMY.

First, ZOMY owned a share only of the manufacturing subsidiary of FAZU and not a share of the parent company, which was responsible for marketing and sales. ZOMY, therefore, had no legal right access FAZU's markets and customers. Second, while FAZU had sent marketing representatives to the United States to learn from ZOMY about the American market, ZOMY had not done the same in Japan. Many American companies have found that in joint ventures with Japanese companies, the latter have gained far more access to their American partners 'knowledge than have the former to their Japanese partners' knowledge. In effect, ZOMY did not paritcipate in the Japanese market in any strategic sense: They Merely had a financial investment and not a very profitable one either. When the ZOMY managers understood their problem and tried to change it, they found that they were in the proverbial position of riding a tiger: they could not get off for fear of being eaten.

In this case, if ZOMY ended the joint venture, they would lose all their business in Japan. Worse, they had created the tiger themselves by setting up FAZU with the best technology. That , combined with FAZU's manufacturing skills, resulted in FAZU's products being of higher quality than ZOMY's. ZOMY now had to maintain the relationship in order to prevent FAZU from becoming a fearsome global competitor.

Questions:

a) What are the issues in this joint venture?

b) "Joint ventures and alliances help much more in strengthening the core strategy and the internationalization strategy than the globalization strategy" Give your reasons in support of the above statement and justify it with appropriate examples in context with the active players of multinational business.