



FINAL EXAMINATION

COURSE : INTERNATIONAL BUSINESS

COURSE CODE : PBS3233

DURATION : 2 HOURS

INSTRUCTIONS TO CANDIDATES:

1. This question paper consists of **THREE (3)** parts : PART A (16 questions)
PART B (18 questions)
PART C (03 questions)
2. Answer ALL questions from PART A, PART B and PART C.
 - i. Answer PART A in the Objective Answer Sheet.
 - ii. Answer PART B and C in the Answer Booklet provided.
3. Please check to make sure that this examination pack consists of:
 - i. The Question Paper
 - ii. An Answer Booklet
 - iii. An Objective Answer Sheet
4. Do not bring any material into the examination hall unless permission is given by the invigilator.
5. Please write your answer using a ball-point pen.

MYKAD NO : _____

ID. NO. : _____

LECTURER : _____

SECTION : _____

DO NOT OPEN THIS QUESTION PAPER UNTIL YOU ARE TOLD TO DO SO

The question paper consists of 08 printed pages

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PART A : TRUE FALSE

1. **(1 point)**
Human Resource Management doesn't play a role in reducing the cost of value creation and adding value by better serving customer needs in international firms.
2. **(1 point)**
A strong corporate culture can help the firm implement its strategy more efficiently.
3. **(1 point)**
A polycentric policy is more expensive to implement than an ethnocentric policy.
4. **(1 point)**
A geocentric policy can be limited by immigration rules or laws.
5. **(1 point)**
Companies that apply an ethnocentric or geocentric staffing strategy will have expatriate managers.
6. **(1 point)**
The premature return of an expatriate manager to the home country refer to the expatriate failure.
7. **(1 point)**
Training is concerned with developing the skills of the manager over his or her career with the company.
8. **(1 point)**
Management development can be a strategic tool to build a strong unifying culture and informal management network.
9. **(1 point)**
Most firms use the balance sheet approach which equalizes purchasing power across countries so employees have the same living standard in their foreign posting.
10. **(1 point)**
First-mover advantages include the ability to pre-empt rivals by establishing a strong brand name.
11. **(1 point)**
A product is like a bundle of attributes.
12. **(1 point)**
Psychographic segmentation divides buyers into different segments based on lifestyle or personality characteristics.
13. **(1 point)**
All consumers regardless of their demographic factors, tend to demand high quality products with good performance and attractive attributes.

14. **(1 point)**
A concentrated retail system, common in developed countries.
15. **(1 point)**
A pull strategy emphasizes personnel selling while a push strategy emphasizes mass media advertising.
16. **(1 point)**
Standardized advertising is possibly practiced if creative talent is scarce and one large effort to develop a campaign will be more successful than numerous smaller efforts.

PART B: MULTIPLE CHOICE

1. **(1 point)**

The primary characteristic of an ethnocentric staffing policy in international business is **BEST** with _____ ..

- A. staffing key positions in foreign subsidiaries with employees from the company's home country
- B. recruits host country nationals to manage subsidiaries in their own country, and parent country nationals for positions at headquarters
- C. seeks the best people, regardless of nationality for key jobs
- D. seeks to place the best individuals, regardless of their nationality, in key positions throughout the organization

2. **(1 point)**

Which staffing policy emphasizes the recruitment of host-country nationals to manage local subsidiaries and is driven by the belief that locals understand the culture and business environment better?

- A. Ethnocentric
- B. Polycentric
- C. Regiocentric
- D. Geocentric

3. **(1 point)**

The situation when international firms recruit employees from the various countries that are selected based on their skills and expertise is associated with _____ policy.

- A. ethnocentric
- B. polycentric
- C. heliocentric
- D. geocentric

4. **(1 point)**

Based on the dimension that predict success in foreign posting, which of the following is a result of the attribute of others-orientation?

- A. The ability to comprehend the reasons behind the actions of individuals in different nations.
- B. The ability to adjust to the posting
- C. The ability to interact effectively with host-country nationals
- D. The expatriate's self-esteem, self-confidence, and mental well-being

5. (1 point)

Yoo Nah, as a Korean citizen, has been working at the Samsung Company in Korea and got a promotion as branch manager in Singapore. If Yoo Nah accepted the promotion she was considered as a(n) _____ manager.

- A. inexpatriate
- B. expatriate
- C. outpatriate
- D. foreign

6. (1 point)

All of the following are factors contributing to the failure of expatriate managers **EXCEPT** _____ .

- A. educational level
- B. the inability of spouse to adjust
- C. a lack of technical competence
- D. personal or emotional problems

7. (1 point)

The ability to understand why people of other countries behave the way they do is referred to as the _____ .

- A. self-orientation
- B. cultural toughness
- C. others-orientation
- D. perceptual ability

8. (1 point)

Aiman used to live in Columbia since his father worked as ambassador at Columbia. Aiman can be expected to have a(n) _____ .

- A. global perception
- B. open minded
- C. global mindset
- D. easy going

9. (1 point)

When human resources management aimed to help the expatriate manager and family ease themselves into a day-to-day life in the host country. This situation **BEST** describes _____ training.

- A. cultural
- B. language
- C. practical
- D. management

10. (1 point)

The main factor of unintentional bias in evaluating the performance of the expatriate is when _____.

- A. home country managers tend to rely on hard data when evaluating expatriates
- B. home country managers can be biased towards their own frame of reference
- C. host country managers tend to rely on hard data when evaluating expatriates
- D. home and host country managers tend to rely on hard data when evaluating expatriates

11. (1 point)

The expatriate manager considers receiving _____ as compensation package when they obtain an incentive for accepting a foreign assignment.

- A. base salary
- B. benefits
- C. foreign service premium
- D. various allowance

12. (1 point)

Which factor does not affect the choice of entry mode for companies expanding into new markets?

- A. Firm strategy
- B. Trade barriers
- C. Employee skills
- D. Transport costs

13. (1 point)

Which communication strategy is more suitable for a complex new product and distribution channels that are short?

- A. Pull strategy
- B. Push strategy
- C. Policy strategy
- D. Product strategy

14. (1 point)

DVD equipment manufactured for sale in the United States cannot play DVDs recorded on equipment manufactured for sale in Great Britain, Germany, and France because of the difference product and technical standards between these countries. Which marketing mix refers to this situation?

- A. Product attributes
- B. Pricing strategy
- C. Distribution strategy
- D. Communication strategy

15. (1 point)

When a firm should **NOT** use global advertising?

- A. Creative talent is scarce
- B. Brand names are global
- C. It has significant economic advantages
- D. Different advertising regulations among nations

16. (1 point)

Which strategic pricing can a company apply in order to raise the product price after its competitors have left?

- A. Competition pricing
- B. Multi-point pricing
- C. Predatory pricing
- D. Experience curve pricing

17. (1 point)

All the following are benefits of integration between R&D, marketing and production in new product development **EXCEPT** _____.

- A. time to market is minimized
- B. development costs are kept in check
- C. customer needs drive product development
- D. new products are designed with complexity in manufacturing

18. (1 point)

When should a firm choose a short channel in distribution systems?

- A. When the retail sector is fragmented
- B. When the channel is exclusive
- C. When the price is important
- D. When the company use pull strategy

PART C: STRUCTURED**1. (10 points)**

Carrefour, a well-established player in the retail and wholesaling industry, faced increasing in competition and shifting consumer preferences. To stay competitive, the company embarked on a strategic journey to offer quality products at the lowest possible prices. The challenge was to optimize operational efficiency, cut costs without compromising quality, and communicate the value proposition effectively to their customers.

a. From the case above, interpret the most pressure faced by Carrefour.

(2 points)

b. Based on your answer in (a), discover **FOUR (4)** situations where the pressure in (a) are greatest.

(8 points)

2. (8 points)

Petronas, the Malaysia giant energy company, embarked on a comprehensive renovation project for the iconic Petronas Twin Towers in Kuala Lumpur. Seeking for international expertise, Petronas partnered with Global Build Solutions, a renowned construction and engineering firm based in the United States, to handle every details of this project including the training of operating personnel.

a. Based on the above case, interpret the entry strategy pursued by Global Build Solutions

(2 points)

b. Justify your answer in (a)

(2 points)

c. Demonstrate **TWO (2)** advantages of the Global Build Solutions strategy.

(4 points)

3. (8 points)

Energize X is a global energy drink which conducted a market research on the factors that influence product attributes, before expanding to foreign countries. Below are the scopes of the research.

Flavor Preferences: Different cultures have distinct preferences for flavors. For example, in some Asian cultures, herbal and fruity flavors may be more appealing, while in Western cultures, bold and tangy flavors might be favored.

Income Levels: The population has a growing middle class with a higher purchasing power for consumer products.

Quality and Safety Standards: Energize X follows rigorous quality control measures and safety standards to ensure that its energy drink is free from contaminants and meets the health and safety regulations set by relevant authorities.

a. Interpret product attributes.

(2 points)

b. Classify **THREE (3)** factors influencing product attributes in the case above.

(6 points)

END OF QUESTION PAPER