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**PRESIDENCY UNIVERSITY, BENGALURU**  
**SCHOOL OF MANAGEMENT**

Weightage: 40 %

Max Marks: 100

Max Time: 180 Mins

20 Feb Tuesday 2018

**END TERM FINAL EXAMINATION**

Even Semester 2017-2018

Course: **IBE 305**, Global Strategic  
Management

IV Sem MBA

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**Instructions:**

- i. Write legibly
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**Part A**

(10 Q x 2 M= 20 Marks)

1. What are local responsiveness and global integration? Why it is important for any organization for a good strategic move?
2. How international diversification and return can help any organization for innovation? Explain by citing an example from an industry.
3. What is new product ROI? Why it is important in Balanced Scorecard analysis? Explain with an example.
4. What is technological leadership? How patent can helps an organization for competitive advantage in international market?
5. What are the six complexities of managing international strategies?
6. What is Downsizing?
7. What are the four factors that provide a basis for global business level strategies?
8. What is PESTEL? Why it is important in International Business analysis?
9. What is Balanced Score card (BSC)?
10. Discuss the differences between a merger, acquisition and take over?

**Part B**

(8Q x 5M= 40 Marks)

11. What is restructuring strategy, and what are its common forms?
12. What are the attributes associate with a successful acquisition strategy?
13. Why are merger and acquisition strategies popular in many firms competing in the global economy? Are the reason the same in the case of India?
14. What are the primary problems that affect a firm's efforts to successfully use an acquisition strategy?
15. "In case of Strategic Alliance, risk and control component are moderate for an organization", discuss and explain with a suitable example.

16. As per your opinion when organization should opt of “Green field operation” and “turn – key operation” in International market.
17. “When organization must act quickly to gain rapid access to the international new market, where corruption is not an issue”, In this case, which strategic decision you will take for your organization and why?
18. Why strategy focused organizations gives more focus on Balanced Score card? As per your opinion which part of BSC is more important for any organization to success?

### Part C

(2Q x 20 M= 40 Marks)

19. By applying Hofstede's cultural dimensions, a cultural comparison between America and China is made. The two countries differ greatly in nearly all the aspects. Based on the cultural differences, inferences are postulated on the impact of Sino-American cultural differences on some aspects of management is made in terms of cooperative strategies, conflict management, decision-making, work-group characteristics, and motivation systems. There are several findings from this cultural comparison. First, Chinese managers are more likely to favor cooperative strategies than American managers and American managers place greater importance on contractual safeguards than Chinese managers. Second, when faced with conflicts, Chinese managers tend to use indirect forms of influence that involve the assistance of a third party while Americans prefer to use direct and open forms. Third, Chinese managers tend to make less risky decisions than American managers. They tend to adopt the non participatory approach to decision-making. Fourth, the Chinese pay more attention to build social and interpersonal relations than Americans. Last, the equity principle is common in American companies while the equality principle is widely used in Chinese companies.

**Assume that you have a team of 4 Chinese members, 2 Americans and one Indian. You to have to formulate entry strategies to start a venture in South East Asia. How would you formulate the organizational strategies and resolve conflicts arising out of the cultural differences among the members.**

20. Assume yourself as an Entrepreneur who is planning to start a new business exclusively in Airport Transport facilities. Elaborate how would you use Starfish Model to be a strategic Innovator in the business.