



**FINAL EXAMINATION**  
**NOVEMBER 2023**

---

<b>COURSE TITLE</b>	<b>INTERNATIONAL BUSINESS STRATEGY</b>
<b>COURSE CODE</b>	<b>RMGT4443</b>
<b>DATE/DAY</b>	<b>16 FEBRUARY 2024 / FRIDAY</b>
<b>TIME/DURATION</b>	<b>09:00 AM - 11:00 AM / 02 Hour(s) 00 Minute(s)</b>

---

**INSTRUCTIONS TO CANDIDATES :**

1. Please read the instruction under each section carefully.
2. Candidates are reminded not to bring into examination hall/room any form of written materials or electronic gadget except for stationery that is permitted by the Invigilator.
3. Students who are caught breaching the Examination Rules and Regulation will be charged with an academic dishonesty and if found guilty of the offence, the maximum penalty is expulsion from the University.

(This Question Paper consists of 6 Printed Pages including front page)

**\*\*\*DO NOT OPEN THE QUESTION PAPER UNTIL YOU ARE TOLD TO DO SO\*\*\***

**This question paper consists of TWO (2) sections. Answer ALL questions in the answer booklet provided. [60 MARKS]**

**SECTION A**

**(20 Marks)**

**There are TWENTY (20) questions in this part. Answer ALL questions in the answer booklet provided.**

1. Which of the following strategies is most effective for managing industry competition in the long term?
  - A. Cost Leadership.
  - B. Product Differentiation.
  - C. Market Penetration.
  - D. Price Skimming.
  
2. How can industry players strategically mitigate rivalry and foster a more cooperative environment to manage competition effectively?
  - A. Similarity of firms in terms of size, market influence, and product offerings.
  - B. New capacity must be added in large increments.
  - C. Products are big-ticket items and are purchased infrequently.
  - D. Slow industry growth or decline in demand.
  
3. Which of the following are scale-based low-cost advantages?
  - A. Experience curves.
  - B. Proprietary technology.
  - C. Favourable access to raw materials and distribution channels.
  - D. Favourable locations.
  
4. The industry-based view recommends:
  - A. Backward integration is a way to defend against the power of buyers.
  - B. Forward integration is a way to defend against the power of suppliers.
  - C. Forward integration is a way to defend against the power of buyers.
  - D. Backward or forward integration is a way to defend against the power of suppliers and buyers.

5. Destination Avenue, a travel agency, has recently introduced free Wi-Fi and laptop charging facilities in its buses. In this case, which of the following aspects of the VRIO (value, rarity, imitability, and organizational) framework is the agency focusing on?
- A. Imitability
  - B. Rarity
  - C. Value
  - D. Organization
6. Which of the following statements is **TRUE** about entrepreneurship?
- A. Size and age are the defining characteristics of entrepreneurship.
  - B. It establishes rules that are strictly followed to minimize the chances of risk.
  - C. It is often associated with small and medium-sized enterprises.
  - D. Large firms are usually associated with entrepreneurship.
7. \_\_\_\_\_ is the strategy for entering a foreign market that involves the sale of products made by entrepreneurial firms in their home country to customers in other countries.
- A. Foreign direct investment
  - B. Indirect export
  - C. Direct export
  - D. Foreign portfolio investment
8. In the context of entry modes, which of the following statements is **TRUE** about the stage model?
- A. It posits that firms move from foreign direct investment to licensing/franchising and finally to direct export.
  - B. It posits that small and medium-sized enterprises (SMEs) that eventually internationalize will do so through a slow process.
  - C. It is a model followed by all-born global firms.
  - D. It is a model that helps small and medium-sized enterprises (SMEs) decide the most appropriate mode of entry for internationalization.
9. A lower level of \_\_\_\_\_ contribution may indicate a firm's relative lack of commitment.
- A. equity
  - B. learning and experience
  - C. nationality
  - D. relational capabilities

10. The first concern in determining whether a relationship should be based on contract or equity is \_\_\_\_\_
- A. the kind of resources and capabilities that are shared.
  - B. direct monitoring and control.
  - C. real options.
  - D. institutional constraints.
11. Which of the following is **NOT TRUE** regarding managers involved in alliances and networks?
- A. They require relationship skills, which foster trust with partners.
  - B. They must guard against opportunism.
  - C. They must recognize that the interests of the firms fully overlap.
  - D. They have to represent the interests of their respective firms.
12. Contractual alliances include all of the following **EXCEPT** \_\_\_\_\_
- A. co-marketing.
  - B. research and development (R&D) contracts.
  - C. cross-shareholding.
  - D. turnkey projects.
13. Which of the following would not be considered an initial set of actions to gain a competitive advantage?
- A. Price cuts.
  - B. Advertising campaigns.
  - C. Market entries.
  - D. Counterattacks.
14. In some industries where pressures for globalization are relatively low, local firms may possess some skills and assets that are transferable overseas, thus leading to a/an \_\_\_\_\_ strategy.
- A. defender
  - B. extender
  - C. dodger
  - D. contender
15. Which of the following is **LEAST** likely to result in collusion?
- A. High concentration ratio.
  - B. Heterogeneous products.
  - C. High entry barriers.
  - D. High market commonality.

16. What characterizes multimarket competition in the context of industry competition?
- A. Firms avoid competition in multiple markets.
  - B. Firms engage with different rivals in various markets.
  - C. Firms collaborate with rivals in a single market.
  - D. Firms engage the same rivals in multiple markets.
17. The type of knowledge that is codifiable (that is, it can be written down and transferred without losing much of its richness) is called \_\_\_\_\_
- A. explicit.
  - B. implicit.
  - C. tacit.
  - D. lucid.
18. Which of the following is a customer-focused dimension?
- A. Global account structure.
  - B. An industry sector structure.
  - C. Solutions-based structure.
  - D. All of the above.
19. Which of the following is a key idea regarding the reciprocal relationship between strategies and structures within MNEs?
- A. The fit between strategies and structures is crucial.
  - B. The relationship is two ways.
  - C. Strategies and structures are not static.
  - D. All of the above.
20. The localization strategy is an extension of which strategy?
- A. Global strategy.
  - B. Multidomestic strategy.
  - C. Transnational strategy.
  - D. International strategy.

**SECTION B**

**(40 Marks)**

**There are FOUR (4) questions in this part. Answer ALL questions in the answer booklet.**

1. Discuss **FIVE (5)** significance of differentiation strategies in managing industry competition. (10 marks)
2. Explain **FIVE (5)** factors that determine the success and failure of entrepreneurial firms around the globe in light of the institution-based view. (10 marks)
3. Describe **FIVE (5)** roles of networks in contemporary business environments. (10 marks)
4. Identify **FIVE (5)** important organizational structures and learning mechanisms for achieving global strategic objectives. (10 marks)

**UNIRAZAK**  
UNIVERSITI TUN ABDUL RAZAK  
\*\*\* END OF QUESTION PAPER \*\*\*  
Copying, modifying, or reprinting, is not permitted.