

R8124

Sub. Code

652401

M.B.A. DEGREE EXAMINATION, APRIL – 2023

Fourth Semester

International Business

GLOBAL BUSINESS STRATEGIES

(CBCS – 2019 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 2 = 10)

Answer **all** the questions.

1. Define transactional corporation.
2. What is diffusion?
3. Define strategic business unit.
4. Define Ethnocentric.
5. What is strategy?

Part B

(5 × 5 = 25)

Answer **all** the questions, choosing either (a) or (b).

6. (a) Write a brief note on growth of MNC's.

Or

- (b) Explain the different type of MNC's.

7. (a) Explain the concept of (i) Extended competition
(ii) Information technology.

Or

- (b) Explain the concept of (i) New entrants
(ii) Bargaining power

8. (a) What are the strategies which are developed for approaching and sustaining customers?

Or

- (b) Explain the types, benefits and blights of Acquisition strategies.

9. (a) Explain in detail the organizational arrangements for implementation of corporate governance.

Or

- (b) Write a brief note on (i) Strategy nexus
(ii) Combination structure.

10. (a) Write a brief note on (i) Strategic directing
(ii) Strategic organizational control.

Or

- (b) Explain the concept of internal and outsources ideation for innovation.

Part C (3 × 10 = 30)

Answer any **three** questions.

11. Elaborate the factors behind the growth of MNC's.
12. How internal analysis help to improve the strategic management?
13. Elaborate the concept of (a) international ventures and
(b) Strategic alliances

14. Elaborate the match between BLS and functional structure.
15. Explain how restructuring and co-operative structure helps in innovation.

Part D

(1 × 10 = 10)

Case Study (compulsory)

16. Netflix was founded on August 29, 1997, in Scotts Valley, California when their founders Marc Randolph and Reed Hastings came up with the idea of starting the service of offering online movie rentals. The company began its operations of rental stores with only 30 employees and 925 titles available, which was almost the entire catalogue of DVDs in print at the time, through the pay-per-rent model with rates and due dates. Rentals were around \$4 plus a \$2 postage charge. After significant growth, Netflix decided to switch to a subscriber-based model. In 2000, Netflix introduced a personalized movie recommendation system. In this system, a user-based rating helps to accurately predict choices for Netflix members. By 2005, the number of Netflix subscribers rose to 4.2 million. On October 1, 2006, Netflix offered a \$1,000,000 prize to the first developer of a video-recommendation algorithm that could beat its existing algorithm Cinematch, at predicting customer ratings by more than 10%.

By 2007 the company decided to move away from its original core business model of DVDs by introducing video on demand via the internet. As a part of the internet streaming strategy, they decided to stream their content on Xbox 360, Blu-Ray disc players and TV set-top boxes. The ventures also partnered with these companies to online streaming their content. With the introduction of the services in Canada in 2010, Netflix also made their services available on the range of Apple products, Nintendo Wii and other internet-connected devices. In

2013, Netflix won three Primetime Emmy Awards for its series “House of Cards. By 2014, Netflix made itself available into 6 countries in Europe and won 7 creative Emmy Awards for “House of Cards” and “Orange Is the New Black”. With blooming streaming services, Netflix gathered over 50 million members globally. By 2016, Netflix was accessible worldwide, and the company has continued to create more original content while pressing to grow its membership. From this point, Netflix was unstoppable and today it has a worldwide presence in the video-on-demand industry.

Digital Marketing Model of Netflix

In less than 4 years, Netflix has gathered a major share of the Indian market. Today a majority of households in India subscribe to Netflix, and that number is expected to rise this year and further the years to come. The product is designed so well, that you remain engrossed in the content they deliver. They adopted top digital marketing strategies. Consult the best brand activation agencies. Further, let’s talk about a few of the digital marketing principles that Netflix has successfully implemented to gather customers.

(a) Personalised Content Marketing: People love using Netflix because they get a broad range of things to watch. Netflix’s library of TV shows and movies from all over the world is there for consumers to choose from at any time.

The reason that Netflix won the personalisation game is that its advanced algorithm continues to rearrange the programmes over time on the basis of your viewing history. Hire some of the best performance marketing agencies for personalised content.

(b) Website Development: Netflix has designed its website with a user-friendly interface which allows customers to rate TV shows and movies, which then goes through Netflix’s algorithm to recommend more content they might enjoy. With the onsite optimization for the

website, they have optimized each and every page for enhanced customer experience.

To easily get in the minds of customers, they have optimized their website for content by title, by an actor's name, or even by a director's name. By leveraging the best website development services, they added a host of personalisation features to their website with clean looks no matter which platform you are using.

(c) Email Marketing: Netflix tapped on email marketing techniques as a part of their digital marketing strategy and as a key component of customer onboarding and nurturing. New Netflix customers receive a series of emails that make content recommendations and encourage new users to explore the platform. Netflix marketers invest hours in building creative email marketing campaigns designed to engage and delight recipients. With the help of best email marketing services, they continue to enhance the experience of the customers

(d) Search Engine Optimization: Netflix makes use of search engine optimization services for the sake of improving organic research and establishing their brand presence. The brand aimed at best search engine optimization services to drive the traffic organically and adopted both on-page and off-page SFO strategies. They optimized their content with potential keywords that show up high in search results. They also tapped the strategy of international SEO to gain organic leads from the worldwide stage.

(e) Social Media Optimization: Today, social media platforms have become an integral part of the digital marketing strategy. If you want to connect with your audience in real-time, then it is the best platform to establish your brand image. As social media plays a vital role in the lives of the people, Netflix decided to leverage best social media optimization services that made them earn billions. They made use of following platforms:

Facebook

Through creative social media optimization strategies Netflix has garnered more than 61 million Facebook followers. In just one year, the brand added 11 million followers to its account. Netflix posts nearly 90% videos and rest images. Videos featured on Netflix's Facebook page are typically clips from interviews with the actors from the upcoming movies, clips from the upcoming movies and TV shows, offering audiences a sneak peek into what's in store for them. Besides videos, the OTT platforms share images, GIFs, funny memes, simple text posts featuring questions about current movies and TV shows.

Question :

- Analyze the Netflix business strategy in India through SWOC.

R8125

Sub. Code

652402

M.B.A. DEGREE EXAMINATION, APRIL – 2023

Fourth Semester

International Business

MULTINATIONAL FINANCIAL MANAGEMENT

(CBCS – 2019 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 2 = 10)

Answer **all** the questions.

1. What is spot rate?
2. Define debt securities?
3. What is the primary purpose of capital budget?
4. What are the four main component of working capital?
5. What are three types of capital market?

Part B

(5 × 5 = 25)

Answer **all** questions, choosing either (a) or (b).

6. (a) Explain the parity conditions in international finance.

Or

- (b) Elaborate the issues in multinational enterprise financial environment.

7. (a) Write the brief note on the RBI norms for ECB's.

Or

(b) Write a brief note on (i) Euro-notes (ii) Euro commercial paper.

8. (a) Explain the concept of adjusted present value.

Or

(b) Write a brief note on the foreign direct investment by MNC's.

9. (a) Explain the concept and operations of SWIFT.

Or

(b) Explain the concept and operations of CHIPS.

10. (a) Explain the role and functions of global investment bankers.

Or

(b) Explain the role and functions of financial times stock exchange group (FTSE).

Part C

(3 × 10 = 30)

Answer any **three** questions.

11. Elaborate on the consequences volatility in currency markets.

12. Explain in detail the inter-firm financing method.

13. Elaborate on the planning and operating policies to deal with risks.
14. Explain in detail the off shore production Vs local purchases.
15. Explain the role and functions of bank of America.

Part D (1 × 10 = 10)

Case Study

(Compulsory)

16. US-based Facebook Inc., launched its online digital payment services in India . The National Payments Corporation of India (NPCI) had granted approval to WhatsApp to launch its payment services on the Unified Payments Interface (UPI). The UPI payment architecture developed by NPCI enabled transfer of money through third party payment apps. Usually, the third party payment apps enabled transfer of funds through their inbuilt wallet option. This meant that money could be transferred only when the sender and the receiver had the same wallet account. However, the UPI-based transfer system enabled the third party mobile apps to transfer the money using UPI to multiple bank accounts, Within a short span of time, the mobile apps developed on the UPI interface grew highly popular in the online payments ecosystem in India. The mobile payment apps popular in India were Google Pay, PhonePe, and Paytm.

On November 6, 2020, leading messaging app WhatsApp, owned by the US-based Facebook Inc., entered the digital

payments ecosystem in India by launching its Unified Payment Interface (UPI) based mobile payment option, WhatsApp Pay. UPI has revolutionized the payment ecosystem in India with the interoperability feature that enables money transfer between different bank accounts. The UPI based ecosystem is dominated by Google Pay and Phone Pe with a combined market share of 80%. WhatsApp entered the space with significant challenges in terms of restrictions on number of users and number of transactions. The present case study can be used to discuss the concept of UPIs, third party mobile applications, the digital payments ecosystem in India, and the Digital India Initiative.

Question

- (a) Write the strategy of Whatsapp in venturing to digital payment system.

R8126

Sub. Code

652504

M.B.A. DEGREE EXAMINATION, APRIL – 2023

Fourth Semester

International Business

OVERSEAS PROJECT MANAGEMENT

(CBCS – 2019 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 2 = 10)

Answer **all** questions.

1. What is a project?
2. What is project feasibility report?
3. How do you get funding for a project?
4. What are the four types of project management?
5. Why international project management is important?

Part B

(5 × 5 = 25)

Answer **all** questions, choosing either (a) or (b).

6. (a) Explain the approaches of PRINCE 2.

Or

- (b) Explain the approaches of prism.

7. (a) Explain the approaches of little Mirrless.

Or

- (b) Explain in detail the managerial analysis.

8. (a) Explain how scouting is used for screening international projects.

Or

- (b) Explain the concept of “Construction projects”

9. (a) Explain the techniques of PERT method.

Or

- (b) Explain how slact-time computation is made.

10. (a) Explain the concept and process of joint bidding.

Or

- (b) Explain the concept and working of adjusted present value method.

Part C

(3 × 10 = 30)

Answer any **three** questions.

11. Elaborate on the nature and significance, components of project report.
12. Explain in detail the contents and purpose of feasibility report.
13. Explain the process, financing and customs procedures
14. Write a brief note on
- (a) progress review
 - (b) Resource review
 - (c) post-execution performance review
15. Write a brief note on
- (a) Sensitivity and simulation analysis
 - (b) Country risk analysis

Part D

(1 × 10 = 10)

Case Study (compulsory)

16. In order to implement the Delhi Metro project, the GoI and the GNCTD set up a 50:50 joint venture company called the Delhi Metro Rail Corporation Ltd. (DMRC). The company was incorporated under the Companies Act in May 1995. The DMRC was to complete Phase I of the project within 10 years, i.e., by the end of 2005. Funding the Project Globally, most urban MRTS projects were financially unviable because the fares could not be fixed solely on a commercial basis. If the fares were fixed too high, the passenger numbers would remain low, thereby defeating the very purpose of setting up the system. Therefore, the concerned governments generally bore the capital costs of an MRTS system. In the case of the Delhi Metro project too, the GoI and the GNCTD bore the capital costs. The total cost of the first phase of the project was initially estimated at Rs. 60 billion, at April 1996 prices. Later in 2002, with the cost of the project rising by approximately 10% per year. The estimate was revised to Rs. 89.27 billion

Project team

With the finding for the project being finalized, the next step was to constitute a project team. Sreedharan was appointed as project manager and managing director of the DMRC in November 1997. A technocrat, he had a long stint in the Indian Railways (IR) and had retired in 1990. During his service with IR, he had earned a reputation for completing major projects on time and within the budget... In India, major infrastructure projects are often stalled because of a lack of funds, political interference, lack of professionalism and accountability, property disputes, corruption, etc. Therefore, even before the commencement of the project, the DMRC attempted to put in place effective systems to ensure the smooth progress of the project. Funding was

not an issue in the case of the Delhi Metro project because it was settled even before the project commenced. Effective project management involved not only completing the project on schedule and within the budget, but Also managing the project's stakeholders. The stakeholders included the governments, the contractors, the funding agencies, and the general public.

Construction work on the project commenced on October 1, 1998. The entire project was divided into three lines. Further, these lines were divided into sections Line 1 (Shahdara to Rithala). The work on Phase I commenced with the ShahdaraTis Hazari section of Line I, covering a distance of about eight kilometers. The work involved utility diversions, barricading, and actual civil construction. A major part of this section was on elevated tracks. All tracks in the elevated corridor were laid on concrete (ballastless). The tracks were supported on single piers... The Delhi Metro was expected to play a major role in relieving the transport problems faced by the city residence. Moreover with the GOI planning extensions to the Metro, it appeared that the benefits of an efficient transport system would be enjoyed by the people living in a wider geographical area than originally planned.

Question :

How the project management is carried over in Delhi Metro?

R8127

Sub. Code

652505

M.B.A. DEGREE EXAMINATION, APRIL – 2023

Fourth Semester

International Business

INTERNATIONAL LOGISTICS MANAGEMENT

(CBCS – 2019 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 2 = 10)

Answer **all** questions.

1. What is the meaning of logistics?
2. What is mate receipt?
3. What are bulk carrier?
4. Write any four services at shipping line.
5. Write any four services of IATA.

Part B

(5 × 5 = 25)

Answer **all** questions, choosing either (a) or (b).

6. (a) Write a difference between domestic and international logistics.

Or

- (b) Write the importance and relevance of logistics to marketing.

7. (a) Explain the need and importance of inland and ocean transportation.

Or

- (b) Write the characteristics of shipping transport.
8. (a) Write the difference between HBL and MBL.

Or

- (b) List the role and functions of minor ports in India.
9. (a) Write the role and functions of freight brokers.

Or

- (b) Write the role and functions of clearing and forwarding agents.
10. (a) Write the various IATA rules.

Or

- (b) Write the role and functions of cargo airlines.

Part C

(3 × 10 = 30)

Answer any **three** questions.

11. Explain the role, significance of 3PL.
12. Explain the features of liner and tramp operations.
13. Explain the structural and cargo handling facilities in a major port.
14. Explain the role and functions of customs house Agent.
15. Explain in detail the various air freight rates.

Case Study (compulsory)

16. Deere & Company (brand name John Deere) is famed for the manufacture and supply of machinery used in agriculture, construction, and forestry, as well as diesel engines and lawn care equipment. In 2014, Deere & Company was listed 80th in the Fortune 500 America's ranking and was 307th in the 2013 Fortune Global 500 ranking.

Supply Chain Cost Reduction Challenges: Deere and Company has a diverse product range, which includes a mix of heavy machinery for the consumer market, and industrial equipment, which is made to order. Retail activity is extremely seasonal, with the majority of sales occurring between March and July. The company was replenishing dealers' inventory weekly, using direct shipment and cross-docking operations from source warehouses located near Deere & Company's manufacturing facilities. This operation was proving too costly and too slow, so the company launched an initiative to achieve a 10% supply chain cost reduction within four years. **The Path to Cost Reduction:** The company undertook a supply chain network-redesign program, resulting in the commissioning of intermediate "merge centers" and optimization of cross-dock terminal locations.

Deere & Company also began consolidating shipments and using break-bulk terminals during the seasonal peak. The company also increased its use of third-party logistics providers and effectively created a network that could be optimized tactically at any given point in time. **Supply Chain Cost Management Results:** Deere & Company's supply chain cost-management achievements included an inventory decrease of \$1 billion, a significant reduction in customer delivery lead times (from ten days to five or less) and annual transportation cost savings of around 5%.

Question:

Analyse the ways and means of cost reduction technique operated by Deere & Company.