

R2943

Sub. Code

652201

M.B.A. DEGREE EXAMINATION, APRIL – 2025

Second Semester

International Business

BUSINESS RESEARCH METHODOLOGY

(CBCS – 2022 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** the following objective type questions by choosing the correct option.

1. _____ research is mainly concerned with generalizations and with the formulation of a theory. (CO1, K1)
(a) Fundamental (b) Exploratory
(c) Applied (d) Experimental
2. Hypothesis refers to _____ (CO1, K2)
(a) the outcome of an experiment
(d) a conclusion drawn from an experiment
(c) a form of bias in which the subject tries to outguess the experimenter
(d) a tentative statement about the relationship
3. A Comprehensive plan that outlines how to conduct a research study is known as _____ (CO2, K1)
(a) Research review (b) Research design
(c) Data review (d) Literature review

4. Error arises due to the use of sampling surveys are known as the _____ error. (CO2, K2)
- (a) biased (b) unbiased
(c) sampling (d) type II
5. Data sourced from the place of origin is known as _____. (CO3, K1)
- (a) Primary Data (b) Secondary data
(c) Internal data (d) External data
6. In which type of interview, the interviewer presents a set of well-defined questions? (CO3, K2)
- (a) Personal Interview
(b) Group Interview
(c) Formal Interview
(d) Informal Interview
7. Orderly arrangement of data in columns and rows is known as _____. (CO4, K1)
- (a) Editing (b) Coding
(c) Classification (d) Tabulation
8. _____ is a fundamental concept in statistics that quantifies the degree to which two variables are related. (CO4, K2)
- (a) Correlation (b) Regression
(c) Skewness (d) Mean
9. Kruskal – Wallis one way analysis of variance is otherwise called as _____. (CO5, K1)
- (a) Z Test (b) χ^2 Test
(c) H Test (d) f Test

10. _____ serves as a comprehensive record of the research process. (CO5, K1)
- (a) Data Analysis
 - (b) Data Interpretation
 - (c) Data Processing
 - (d) Research report

Part B

(5 × 5 = 25)

Answer **all** the questions not more than 500 words each.

11. (a) What do you mean by research? Explain its significance in modern times. (CO1, K2)

Or

- (b) What characteristics hypothesis must possess in order to be a good research hypothesis? (CO1, K2)

12. (a) What is research design? What are the features of a good design? (CO2, K2)

Or

- (b) How to determine sample size? Explain. (CO2, K2)

13. (a) Explain the significance of pilot study in the context of framing a questionnaire. (CO3, K5)

Or

- (b) Distinguish schedule and questionnaire. (CO3, K3)

14. (a) What is the significance of measures of Dispersion? (CO4, K2)

Or

- (b) Write about mean deviation and standard deviation. (CO4, K2)

15. (a) Explain about null hypothesis and alternate hypothesis with suitable examples. (CO5, K3)

Or

- (b) What are the features of good research report? (CO5, K3)

Part C

(5 × 8 = 40)

Answer **all** the questions not more than 1,000 words each.

16. (a) What are the different types of research? Explain.
(CO1, K3)

Or

- (b) What do you mean by research problem? “The task of defining the research problem often follows a sequential pattern”. Explain. (CO1, K3)

17. (a) Discuss in detail major steps in research design.
(CO2, K4)

Or

- (b) Differentiate sampling and census. (CO2, K4)

18. (a) Enumerate the different methods of collecting data.
(CO3, K3)

Or

- (b) Describe about important scaling techniques.
(CO3, K3)

19. (a) What is meant by central tendency? Describe the various methods of measuring it. (CO4, K3)

Or

- (b) Explain the various types of correlation. (CO4, K3)

20. (a) Explain the meaning of analysis of variance. Describe briefly the technique of analysis of variance for one-way and two-way classification.
(CO5, K4)

Or

- (b) Briefly explain about the stages in preparing research report.
(CO5, K4)

R2944

Sub. Code

652202

M.B.A. DEGREE EXAMINATION, APRIL – 2025

Second Semester

International Business

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

(CBCS – 2022 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** the following objective questions by choosing the correct option.

1. Which of the following is a key challenge faced by IHRM in managing expatriates? (CO1, K2)
 - (a) Ensuring expatriates understand local taxation laws
 - (b) Developing recruitment strategies only
 - (c) Managing the social media presence of expatriates
 - (d) Handling administrative paperwork for domestic employees
2. Which of the following is a critical aspect of International Human Resource Management? (CO1, K2)
 - (a) Ensuring consistency across organizational policies globally
 - (b) Managing only payroll issues for foreign employees
 - (c) Focusing exclusively on expatriate management
 - (d) Ignoring cultural differences in HR practices

3. Planning for leadership transition primarily aims at (CO2, K2)
- (a) Creating new policies for training
 - (b) Ensuring continuity in leadership
 - (c) Offering promotions to employees
 - (d) Reducing the need for hiring from outside
4. Which of the following would be included in a job specification? (CO2, K2)
- (a) Educational qualifications and experience required for a role
 - (b) Detailed information about the job's tasks and responsibilities
 - (c) The salary range for the job
 - (d) The location where the job will be performed
5. Repatriate training focuses on (CO3, K5)
- (a) Preparing employees to take on foreign assignments
 - (b) Assisting employees in adjusting to their home country after an international assignment
 - (c) Enhancing technical skills
 - (d) Developing language skills
6. Separation in HR refers to (CO3, K5)
- (a) Employee transfer to another department
 - (b) The termination or voluntary resignation of an employee
 - (c) A temporary leave of absence
 - (d) Employee training completion

7. Job evaluation systems are designed to (CO4, K2)
- (a) Identify the highest-paid employees
 - (b) Establish the relative worth of jobs within an organization
 - (c) Set up performance-based bonuses
 - (d) Analyze the effectiveness of employee benefits
8. Which compensation method allows employees to choose their benefits based on individual needs? (CO4, K2)
- (a) Cafeteria approach
 - (b) Performance-based incentives
 - (c) Job evaluation system
 - (d) Employee stock ownership plan (ESOP)
9. What is the primary benefit of implementing global HR shared services? (CO5, K2)
- (a) Centralized decision-making with no local input
 - (b) Standardization and efficiency in HR processes across multiple countries
 - (c) Increased cost for each country-specific HR requirement
 - (d) Eliminating the need for HR departments in local subsidiaries
10. Which of the following is a key challenge of global HR shared services? (CO5, K2)
- (a) Implementing global payroll systems that comply with local tax regulations
 - (b) Increasing the number of HR professionals in each country
 - (c) Ensuring that local HR policies are completely ignored in favour of global uniformity
 - (d) Decreasing communication between local HR teams and central HR offices

Part B

(5 × 5 = 25)

Answer **all** the questions in not more than 500 words each.

11. (a) Summarize the key responsibilities of an HR manager in the performance management process.
(CO1, K2)

Or

- (b) Differentiate between International Human Resource Management (IHRM) and Domestic HR.
(CO1, K2)
12. (a) Apply the key components of a job description to summarize its main responsibilities and requirements.
(CO2, K2)

Or

- (b) Demonstrate the significance of second-line leadership and its contribution to organizational success.
(CO2, K2)
13. (a) Interpret the pros and cons of demotion in HR.
(CO3, K5)

Or

- (b) Design a comprehensive expatriate training programme that highlights its importance in ensuring organizational success.
(CO3, K5)
14. (a) Explain the differences between international compensation methods and domestic compensation methods.
(CO4, K2)

Or

- (b) Summarise the Cafeteria Approach to employee benefits provide advantages for both employers and employees.
(CO4, K2)

15. (a) Explain the role of crisis management in global HR operations. (CO5, K2)

Or

- (b) Summarize the key issues faced in global HR shared services. (CO5, K2)

Part C (5 × 8 = 40)

Answer **all** the questions in not more than 1000 words each.

16. (a) Describe the key components of the HR structure in a large organization. CO1, K2)

Or

- (b) Explain the key challenges faced by organizations in managing human resources in an international context focus on the cultural, legal, and operational complexities involved in International Human Resource Management (IHRM). (CO1, K2)

17. (a) Explain the significance of balancing internal and external recruitment sources in an organization. (CO2, K2)

Or

- (b) Interpret the concepts of job analysis, job description, and job specification, and describe its contribution to effective HR planning. (CO2, K2)

18. (a) Design a comprehensive employee selection process and evaluate the potential problems that may arise during its implementation. (CO3, K5)

Or

- (b) Design a comprehensive framework for selecting staff for international assignments, integrating key factors that influence their success in cross-cultural environments. (CO3, K5)

19. (a) Design a performance appraisal system for a large organization, integrating both quantitative and qualitative metrics. Discuss how this system can support professional development and align with the organization's strategic goals. (CO4, K4)

Or

- (b) Explain the key clauses that should be included in an employment contract for a senior-level executive in a multinational corporation, and describe how these clauses protect both the employer and the employee while ensuring legal compliance.(CO4, K4)
20. (a) Explain the role of crisis management in global organizations and the strategies that should be adopted to effectively support international employees. (CO5, K5)

Or

- (b) Explain how trade unions respond to multinational enterprises (MNEs) and the strategies they use to advocate for workers' rights globally. (CO5, K5)

R2945

Sub. Code

652203

M.B.A. DEGREE EXAMINATION, APRIL – 2025

Second Semester

International Business

EX-IM MANAGEMENT

(CBCS – 2022 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** the following objective questions by choosing the correct option.

1. The IEC number is issued by the ————— (CO1, K1)
 - (a) Central Government
 - (b) State Government
 - (c) Director General of Foreign Trade
 - (d) Ministry of Commerce
2. Which party in Letter of Credit transactions is referred to as the “Beneficiary”? (CO1, K1)
 - (a) The importer
 - (b) The Issuing Bank
 - (c) The exporter
 - (d) The Confirming bank
3. In which year the Export Credit Guarantee Corporation of India was established —————? (CO2, K1)
 - (a) 1947
 - (b) 1950
 - (c) 1955
 - (d) 1957
4. ————— is provided to cover payment to the exporter if the importer defaults. (CO2, K1)
 - (a) Advance payment guarantee
 - (b) Performance guarantee
 - (c) Payment guarantee
 - (d) Warranty guarantee

5. Import of Capital Goods under EPCG scheme is subject to
(CO3, K1)
- (a) Terms and conditions of agreement
 - (b) Conditions of law of exporting country
 - (c) Actual user condition
 - (d) Conditions of law of importing country
6. _____ offers financial support to Indian exporters for making their products overseas
(CO3, K1)
- (a) Advance Authorisation Scheme
 - (b) Market Access Initiative
 - (c) SEIS
 - (d) EPCG
7. First step in the shipment of export cargo is _____
(CO4, K1)
- (a) receiving an export order
 - (b) booking a shipment line
 - (c) customs clearance
 - (d) packing and labelling
8. Who is responsible for appointing the surveyor in a marine insurance claim?
(CO4, K1)
- (a) The exporter (b) The freight forwarder
 - (c) The insurer (d) The customs officer
9. _____ organize participation in trade fairs, exhibitions and buyer seller meets in India and Abroad
(CO5, K1)
- (a) Product Development Authorities
 - (b) Product Promotion Council
 - (c) Commodity Boards
 - (d) Export Promotion Council
10. Directorate of Commercial Intelligence and Statistics is headquartered in
(CO5, K1)
- (a) Kolkatta (b) Mumbai
 - (c) Delhi (d) Gujarat

Part B

(5 × 5 = 25)

Answer **all** the questions in not more than 500 words each.

11. (a) List out the key highlights of India's New Foreign Trade Policy. (CO1, K5)

Or

- (b) Outline the step-by-step process involved in preparing documents for export shipments. (CO1, K3)

12. (a) Write short note on pre shipment and post shipment finance. (CO2, K5)

Or

- (b) Explain how advance payments guarantee the cash flow of exporters. (CO2, K5)

13. (a) Give the importance of export promotion schemes. (CO3, K2)

Or

- (b) Write about scheme for Rebate on State and Central Taxes and Levies (ROSCTL). (CO3, K2)

14. (a) What are the features of ICD? (CO4, K2)

Or

- (b) Analyze the role of insurance in minimizing-financial losses and ensuring business continuity. (CO4, K2)

15. (a) Explain about the objectives of Export Promotion Councils. (CO5, K4)

Or

- (b) What is the significance of Directorate of Commercial Intelligence and Statistics in International Trade? (CO5, K4)

Part C

(5 × 8 = 40)

Answer **all** the questions in not more than 1000 words each.

16. (a) Analyse the role of commercial and regulatory documents in foreign trade. (CO1, K4)
Or
(b) Discuss in detail the procedure for exporting the goods. (CO1, K4)
17. (a) Elaborate the significance of export finance in facilitating international trade. (CO2, K5)
Or
(b) Identify and explain the challenges exporters importers face when dealing with bank guarantees. (CO2, K5)
18. (a) Summarise the special initiatives taken for the promotion of Handloom exports. (CO3, K4)
Or
(b) What do you mean by EPCG Scheme? Explain the procedure to apply for EPCG scheme. (CO3, K4)
19. (a) What are the key documents required for customs and excise clearance of export cargo? Explain their importance. (CO4, K4)
Or
(b) Elaborate the procedure for initiating marine insurance claims. (CO4, K4)
20. (a) Briefly explain the role of IIFT in international trade. (CO5, K5)
Or
(b) Summarise the functions of DGFT. (CO5, K5)

R2946

Sub. Code

652204

M.B.A. DEGREE EXAMINATION, APRIL – 2025

Second Semester

International Business

GLOBAL ENTREPRENEURSHIP DEVELOPMENT

(CBCS – 2022 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** the following objective questions by choosing the correct option.

1. The main difference between invention and innovation is (CO1, K2)
 - (a) Invention creates new ideas; innovation applies them commercially
 - (b) Invention applies ideas; innovation creates new ones
 - (c) Both are identical processes
 - (d) None of the above
2. A successful global entrepreneur is most likely to possess which of the following traits? (CO1, K2)
 - (a) Risk aversion and conservatism
 - (b) Creativity and adaptability
 - (c) Rigidity and traditionalism
 - (d) Isolationist thinking

3. Social forces influencing global entrepreneurship include (CO2, K2)
- (a) Tax policies
 - (b) Consumer preferences
 - (c) Political stability
 - (d) Exchange rates
4. Ethical issues in global entrepreneurship often arise from (CO2, K2)
- (a) Market entry strategies
 - (b) Differing legal standards across countries
 - (c) Product quality improvements
 - (d) Financial resource allocation
5. The Global Entrepreneurship Monitor (GEM) focuses on (CO3, K2)
- (a) Tracking global trade flows
 - (b) Assessing entrepreneurial activity across countries
 - (c) Evaluating product quality standards
 - (d) Promoting cultural diversity
6. Product-market fit refers to (CO3, K2)
- (a) Compatibility between product features and market needs
 - (b) The aesthetic design of a product
 - (c) Product manufacturing costs
 - (d) Availability of product financing options

7. One advantage of the international monetary system is (CO4, K3)
- (a) Reduced international trade
 - (b) Stable exchange rates
 - (c) Increased tariffs
 - (d) Limited foreign investments
8. Managing a global entrepreneurial strategy involves (CO4, K3)
- (a) Avoiding competition
 - (b) Aligning business operations with global market dynamics
 - (c) Ignoring legal regulations
 - (d) Limiting product availability
9. Knowledge of competition is critical for (CO5, K2)
- (a) Reducing product quality
 - (b) Developing strategies to gain market advantage
 - (c) Avoiding market entry
 - (d) Limiting product distribution
10. Planning for contingencies involves (CO5, K2)
- (a) Ignoring potential risks
 - (b) Developing strategies to address unforeseen challenges
 - (c) Eliminating competitive threats
 - (d) Reducing employee training

Part B

(5 × 5 = 25)

Answer **all** the questions in not more than 500 words each.

11. (a) Explain intrapreneurship, and its significance in a global entrepreneurial context. (CO1, K2)

Or

- (b) Mention the key traits of successful global entrepreneurs with one example. (CO1, K2)
12. (a) Describe the role of psychological factors in shaping entrepreneurial attitudes. (CO2, K2)

Or

- (b) Illustrate the ethical issues a global entrepreneur might face. (CO2, K2)
13. (a) Summarise the product-market fit with an example. (CO3, K2)

Or

- (b) Explain the significance of the Global Entrepreneurship Monitor (GEM). (CO3, K2)
14. (a) Summarise the advantages of an international monetary system. (CO4, K3)

Or

- (b) List two sources of capital for new ventures with suitable illustration. (CO4, K3)
15. (a) Explain the significance of planning for contingencies in global ventures. (CO5, K6)

Or

- (b) Explain the documents required for business establishment in international markets. (CO5, K6)

Part C

(5 × 8 = 40)

Answer **all** the questions not more than 1000 words each.

16. (a) Explain the need for innovation in global entrepreneurship with examples from real-world scenarios. (CO1, K2)

Or

- (b) Compare and contrast creativity, innovation, and intrapreneurship in global entrepreneurship. (CO1, K2)

17. (a) Analyze the role of societal attitudes in fostering or hindering global entrepreneurship. (CO2, K4)

Or

- (b) Explain the importance of aligning entrepreneurial capability with cultural contexts in the global market. (CO2, K4)

18. (a) Discuss entrepreneurship in emerging economies with a focus on Africa and India. (CO3, K2)

Or

- (b) Analyze the process of identifying and evaluating global business opportunities with examples. (CO3, K2)

19. (a) The international monetary system influence entrepreneurial strategy – Comment. (CO4, K5)

Or

- (b) Evaluate the role of financial institutions in supporting global entrepreneurship. (CO4, K5)

20. (a) Explain the role of international alliances in launching global entrepreneurial ventures.(CO5, K6)

Or

- (b) Discuss the challenges faced by global entrepreneurs in obtaining clearances and documents for business establishment. (CO5, K6)
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R2947

Sub. Code

652205

M.B.A. DEGREE EXAMINATION, APRIL – 2025

Second Semester

International Business

QUANTITATIVE METHODS FOR DECISION MAKING

(CBCS – 2022 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** the following questions by choosing
the correct option.

1. Slack variables are always (CO1, K2)
(a) Positive (b) Non-negative
(c) Zero (d) Negative
2. A basic solution is a solution obtained by setting (CO1, K2)
(a) some independent variables equal to zero
(b) all independent variables equal to zero
(c) some dependent variables equal to zero
(d) all dependent variables equal to zero
3. The total events to throw three dice simultaneously is (CO2, K2)
(a) 6 (b) 18
(c) 81 (d) 216

4. Poisson distribution is applied for (CO2, K2)
- (a) Continuous Random Variable
 - (b) Discrete Random Variable
 - (c) Irregular Random Variable
 - (d) Uncertain Random Variable
5. Which of the cost estimates and performance measures are not used for economic analysis of a queuing system? (CO3, K1)
- (a) per server per unit of time
 - (b) cost per unit of time for a customer waiting in the system
 - (c) the average number of customers in the system
 - (d) average waiting time of customers in the system
6. Which of the following criterion is not applicable to decision-making under risk? (CO3, K2)
- (a) maximize expected return
 - (b) maximize return
 - (c) minimize expect regret
 - (d) knowledge of likelihood occurrence of each state of nature
7. If the correlation coefficient is a positive value, then the slope of the regression line (CO3, K1)
- (a) must also be positive
 - (b) can be either negative or positive
 - (c) can be zero
 - (d) can not be zero

8. If all the points of a scatter diagram lie on a straight line falling from left upper corner to the right bottom corner, the correlation is called (CO4, K1)
- (a) Zero correlation
 - (b) High degree of positive correlation
 - (c) Perfect negative correlation
 - (d) Perfect positive correlation
9. Big data analysis does the following except (CO4, K1)
- (a) Collects data
 - (b) Spreads data
 - (c) Organizes data
 - (d) Analyzes data
10. What makes Big Data analysis difficult to optimize? (CO5, K1)
- (a) Big Data is not difficult to optimize
 - (b) Both data and cost-effective ways to mine data to make business sense out of it
 - (c) The technology to mine data
 - (d) All of the above

Part B

(5 × 5 = 25)

Answer **all** the questions in not more than 500 words each.

11. (a) A company wants to engage casual labours To assemble its product daily. The company works for only one shift which consists of 8 hours and 6 days a week. The casual labours consist of two categories viz., skilled and semi-skilled. The daily production per skilled labour is 80 assemblies and that of semi-skilled labour is 60 assemblies. The rejection rate of

the assemblies produced by the skilled labours is 5% and that of the semi-skilled labours is 10%. The loss to the company for rejecting an assembly is Rs. 25. The daily wage per labour of the skilled and semi-skilled labours are Rs. 240 and Rs. 160 respectively. The required weekly production is 1,86,000 assemblies. The company wants to limit the number of semi-skilled labours per day to utmost 400. Develop a linear programming model to determine the optimal mix of the causal labours to be employed to that the total cost is minimised.

(CO1, K4)

Or

- (b) Explain the stages involved in the Simplex-method of Linear Programming. (CO1, K4)

12. (a) A lot consists of 10 good articles, 4 with minor defects and 2 with major defects. Two articles are chosen from the lot at random (with out replacement). Find the probability that

- (i) both are good,
- (ii) both have major defects,
- (iii) at least 1 is good,
- (iv) at most 1 is good,
- (v) exactly 1 is good,
- (vi) neither has major defects and
- (vii) neither is good.

(CO2, K4)

Or

- (b) Discuss the conditions necessary for a binomial distribution. (CO2, K4)

13. (a) Discuss the behaviour of customers in the queue. (CO3, K4)

Or

- (b) The details for two competing alternatives are shown in the table below. (CO3, K4)

Annual Revenue of alternative

Alternative I		Alternative II	
Annual Revenue	Probability	Annual Revenue	Probability
2000	0.15	4000	0.3
3000	0.2	2500	0.4
5000	0.4	3500	0.2
4000	0.25	1200	0.1

Find the best alternative, when the interest rate is 0 percent.

14. (a) Cost function of a company is $6X^2 + 5X = 100$. Calculate the marginal cost function. (CO4, K3)

Or

- (b) Explain the uses of correlation. (CO4, K3)

15. (a) Discuss the process of installation of software for data analysis. (CO5, K2)

Or

- (b) Why data cleaning is important? (CO5, K2)

Part C**(5 × 8 = 40)**

Answer **all** the questions not more than 1000 words each.

16. (a) Solve the following LP problem using simplex method. (CO1, K4)

Maximize $30X_1 + 40X_2$

Subject to

$$3X_1 + 2X_2 \leq 600$$

$$3X_1 + 5X_2 \leq 800$$

$$5X_1 + 6X_2 \leq 1100$$

$$X_1 \geq 0, X_2 \geq 0$$

Or

- (b) Consider the following transportation problem involving 3 sources and 3 destinations. Develop a linear programming model for this problem.

(CO1, K4)

			Destination (j)		Supply
		1	2	3	
Source (i)	1	20	10	15	200
	2	10	12	9	300
	3	25	30	18	500
Demand		200	400	400	1000

17. (a) A test consists of five questions, and to pass the test, a student has to answer at least four questions correctly. Each question has three possible answers, of which only one is correct. If a student guesses on each question, what is the probability that the student will pass the test?. (CO2, K5)

Or

- (b) Explain the types of probability distribution. (CO2, K5)
18. (a) The arrival rate of customers at a banking counter follows a Poisson distribution with a mean of 30 per hours. The service rate of the counter clerk also follows Poisson distribution with mean of 45 per hour.
- (i) What is the probability of having zero customer in the system?
- (ii) What is the probability of having 8 customers in the system?
- (iii) What is the probability of having 12 customers in the system?
- (iv) Find L_s , W_s and W_q . (CO3, K4)

Or

- (b) Explain the steps involved in the decision theory. (CO3, K4)
19. (a) Explain the types of correlation. (CO4, K4)

Or

- (b) Distinguish between correlation and regression. (CO4, K4)

20. (a) Discuss the types of data analysis. (CO5, K3)

Or

(b) Explain the life cycle phases of data analytics.
(CO5, K3)

R2948

Sub. Code

652401

**M.B.A. (General) DEGREE EXAMINATION,
APRIL – 2025**

Fourth Semester

Management

GLOBAL BUSINESS STRATEGIES

(CBCS – 2022 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** the following objective questions by choosing the correct option.

1. Who introduced the concept of “Core Competence” in strategic management? (CO1, K1)
(a) Michael E. Porter (b) C. K. Prahalad
(c) Tom Peters (d) Robert Kaplan
2. Which of the following best explains the main purpose of the Balanced Scorecard introduced by Kaplan and Norton? (CO1, K1)
(a) Reducing costs in business operations
(b) Enhancing product quality through statistical analysis
(c) Translating organizational vision and strategy into measurable goals
(d) Benchmarking against industry leaders

3. Which factor primarily drives the growth of MNCs in the context of globalization? (CO2, K1)
- (a) Nationalization policies
 - (b) Technological advancements
 - (c) Local competition
 - (d) Political isolation
4. An MNC is planning to expand its operations to a new country. Which of the following types of MNC structures would best suit a business focusing on regional customization? (CO2, K1)
- (a) Centralized
 - (b) Decentralized
 - (c) Transnational
 - (d) Nationalized
5. What does the term “bargaining power of others” refer to in the context of threats faced by MNCs? (CO3, K1)
- (a) The ability of an organization to negotiate better terms with its suppliers and buyers
 - (b) The impact of substitute products entering the market
 - (c) The influence of political pressures on the MNC’s operations
 - (d) The competition arising from new market entrants
6. An MNC identifies that its dependency on outdated technology is causing faster obsolescence. What internal strategic approach should the MNC prioritize? (CO3, K1)
- (a) Focus on external partnerships to mitigate competition
 - (b) Invest in research and development to update technological capabilities
 - (c) Lobby for protective policies in foreign markets
 - (d) Increase marketing to strengthen brand presence

7. Which of the following strategies is focused on combining the benefits of global efficiency with local responsiveness?
(CO4, K1)
- (a) Ethnocentric strategy
 - (b) Polycentric strategy
 - (c) Transnational strategy
 - (d) Multi-domestic strategy
8. How does a business-level strategy primarily relate to customers?
(CO4, K1)
- (a) By focusing on vertical integration to achieve economies of scale
 - (b) By determining how to compete in specific markets to satisfy customer needs
 - (c) By diversifying into unrelated industries
 - (d) By forming strategic alliances with competitors
9. What is a fundamental requirement of good corporate governance in multinational corporations (MNCs)?
(CO5, K1)
- (a) Implementing cost leadership strategy
 - (b) Ensuring accountability and transparency
 - (c) Adopting a transnational strategy
 - (d) Utilizing a network structure exclusively
10. Which organizational structure is best suited for implementing a cost leadership strategy in MNCs?
(CO5, K1)
- (a) Multidivisional structure
 - (b) Network structure
 - (c) Combination structure
 - (d) Functional structure

Part B

(5 × 5 = 25)

Answer **all** the questions in not more than 500 words each.

11. (a) What is the significance of Porter's Five Forces Model in strategic management? (CO1, K1)

Or

- (b) Explain the concept of Business Process Reengineering (BPR) as developed by Michael Hammer. (CO1, K2)

12. (a) What are the key challenges MNCs face in foreign markets? (CO2, K1)

Or

- (b) Examine the types of MNCs with examples. (CO2, K4)

13. (a) What steps can MNCs take to overcome location disadvantages? (CO3, K1)

Or

- (b) Illustrate how information technology enhances decision-making in MNCs. (CO3, K2)

14. (a) Outline the significance of integration strategies in corporate-level strategies. (CO4, K2)

Or

- (b) Identify the challenges of international strategic alliances. (CO4, K3)

15. (a) Compare and contrast between cooperative strategy and network structures versus divisional structures. (CO5, K2)

Or

- (b) Assess the need for a strategic audit in multinational corporations. (CO5, K5)

Part C (5 × 8 = 40)

Answer **all** the questions in not more than 1000 words each.

16. (a) Discuss the principles of Total Quality Management (TQM) and their relevance in today's business environment. (CO1, K6)

Or

- (b) Critically evaluate the Balanced Scorecard approach in aligning strategic objectives with operational performance. (CO1, K5)

17. (a) Evaluate the role of MNCs in promoting global sustainability. (CO2, K5)

Or

- (b) Discuss the pros and cons of MNCs dominating the global economy. (CO2, K6)

18. (a) What are the key external opportunities that Multinational Corporations (MNCs) should explore to enhance their strategic growth? (CO3, K1)

Or

- (b) How do political pressures and protectionism act as threats to MNCs' global operations? (CO3, K1)

19. (a) Compare and contrast ethnocentric and geocentric approaches to international strategy, providing examples. (CO4, K2)

Or

- (b) Illustrate with examples how a multinational corporation (MNC) can sustain competitive strength through effective likelihood of attack and likelihood of response mechanisms. (CO4, K3)
20. (a) How can the combination structure facilitate the implementation of a transnational strategy in MNCs? (CO5, K1)

Or

- (b) Analyze the relationship between business-level strategies and functional structures with examples. (CO5, K4)
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R2949

Sub. Code

652402

M.B.A. DEGREE EXAMINATION, APRIL – 2025

Fourth Semester

International Business

**LEGAL ENVIRONMENT OF INTERNATIONAL
BUSINESS**

(CBCS – 2022 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** the following objective questions by choosing the correct option.

1. What is the primary purpose of the United Nations Convention on Contracts for the International Sale of Goods (CISG)? (CO1, K2)
 - (a) To regulate local sales within a country
 - (b) To establish uniform international rules for the sale of goods
 - (c) To prevent cross-border trade
 - (d) To protect buyers only
2. Which of the following is an obligation of the seller under CISG? (CO1, K2)
 - (a) Ensure proper delivery of goods
 - (b) Negotiate the buyer's payment terms
 - (c) Issue guarantees on goods
 - (d) None of the above

3. Which international organization oversees the global intellectual property regime? (CO2, K2)
- (a) WTO (b) WIPO
(c) IMF (d) UNCTAD
4. The life of a patent is typically (CO2, K2)
- (a) 5 years (b) 10 years
(c) 20 years (d) 25 years
5. The primary purpose of arbitration is (CO3, K2)
- (a) To delay legal proceedings
(b) To provide a quicker alternative to court trials
(c) To remove judicial oversight entirely
(d) To involve third parties in business decisions
6. What does an arbitral award signify? (CO3, K2)
- (a) The initiation of arbitral proceedings
(b) The final decision rendered by the arbitral tribunal
(c) The agreement between parties
(d) A recommendation made by the court
7. Which of the following is NOT a provision under the IT Act, 2000? (CO4, K3)
- (a) Electronic signature
(b) Dispatch of electronic records
(c) Prevention of cybercrimes
(d) Regulation of customs duties

8. An SEZ is primarily established to (CO4, K3)
- (a) Promote domestic trade
 - (b) Attract foreign investment and boost exports
 - (c) Regulate taxes on imports
 - (d) Enforce local trade barriers
9. Under the Customs Act, which authority is responsible for appointing customs ports and airports? (CO5, K2)
- (a) Customs Commissioner
 - (b) Central Government
 - (c) State Government
 - (d) Development Commissioner
10. What is the purpose of the duty drawback scheme under the Customs Act, 1962? (CO5, K2)
- (a) To refund customs duties paid on imported goods used in exports
 - (b) To impose penalties on exporters
 - (c) To regulate warehousing of imported goods
 - (d) To provide tax exemptions on domestic goods

Part B (5 × 5 = 25)

Answer **all** the questions in more than 500 words each.

11. (a) Discuss the main obligations of the seller under the Uniform Law on International sale of Goods. (CO1, K2)

Or

- (b) Outline the key provisions governing the passing of risk in international sale contracts as per CISG. (CO1, K2)

12. (a) Describe the procedure for patent application and approval. (CO2, K2)

Or

- (b) Examine the foreign trade mark privileges granted to nationals and non-nationals under international trade agreements. (CO2, K2)

13. (a) Assess the key provisions of domestic arbitration under the Arbitration and Conciliation Act, 1996. (CO3, K2)

Or

- (b) Discuss the process of conciliation in resolving disputes. (CO3, K2)

14. (a) Discuss the concept of electronic records and their legal recognition under the IT Act, 2000. (CO4, K3)

Or

- (b) Explain the process of establishing Special Processing Zones (SPZs). (CO4, K3)

15. (a) Explain the role of customs officers under the Customs Act, 1962. (CO5, K2)

Or

- (b) Outline the provisions related to refund and recovery under the Customs Act, 1962. (CO5, K2)

Part C

(5 × 8 = 40)

Answer **all** the questions not more than 1000 words each.

16. (a) Discuss the main provisions of the UN Convention on Contracts for the International Sale of Goods (CISG). (CO1, K2)

Or

- (b) Describe the rules concerning damages, remedies, and dispute resolution under the CISG. (CO1, K2)
17. (a) Provide a comprehensive overview of the types of intellectual property rights (IPRs) and their importance in international trade. (CO2, K2)

Or

- (b) Discuss in detail the international treaties governing patents. (CO2, K2)
18. (a) Examine the arbitration process, including the agreement, tribunal formation, and arbitral award. (CO3, K2)

Or

- (b) Critically examine the scope and limitations of conciliation as a method of dispute resolution. (CO3, K2)
19. (a) Discuss the role of the IT Act, 2000, in addressing cybersecurity issues, including penalties and preventive measures. (CO4, K3)

Or

- (b) Critically evaluate the significance of SEZs in boosting exports and foreign investment in India. (CO4, K3)

20. (a) Assess the various customs duties levied under the Customs Act, 1962. (CO5, K2)

Or

- (b) Evaluate the measures under the Customs Act for detecting and preventing illegal trade activities. (CO5, K2)
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R2950

Sub. Code

652403

M.B.A. DEGREE EXAMINATION, APRIL – 2025

Fourth Semester

International Business

MULTINATIONAL FINANCIAL MANAGEMENT

(CBCS – 2022 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** the following objective questions by choosing the correct option.

1. _____ are most commonly classified as a direct foreign investment. (CO1, K1)
 - (a) Foreign acquisitions
 - (b) Licensing agreements
 - (c) Purchases of international stocks
 - (d) Exporting transactions
2. International finance is concerned with_____. (CO1, K1)
 - (a) exchange rates of currencies
 - (b) monetary systems of the world
 - (c) foreign direct investment
 - (d) all of the above
3. It helps countries to meet deficit in balance of payments (CO2, K2)
 - (a) IMF
 - (b) WTO
 - (c) World Bank
 - (d) UNO

4. If purchasing power parity were to hold even in the short run, then (CO2, K2)
- (a) real exchange rates should tend to decrease over time
 - (b) quoted nominal exchange rates should be stable over time
 - (c) real exchange rates should tend to increase over time
 - (d) real exchange rates should be stable over time
5. When a foreign subsidiary is not wholly owned by the parent and a foreign project is partially financed with retained earnings of the parent and of the subsidiary, then (CO3, K2)
- (a) the parent's perspective should be used to evaluate a foreign project
 - (b) the subsidiary's perspective should be used to evaluate a foreign project
 - (c) the foreign project should enhance the value of both the parent and the subsidiary
 - (d) none of the above
6. A foreign project generates a negative cash flow in year 1 and positive cash flows in years 2 through 5. The NPV for this project will be higher if the foreign currency _____ in year 1 and _____ in years 2 through 5 (CO3, K2)
- (a) depreciates; depreciates
 - (b) depreciates; appreciates
 - (c) appreciates; appreciates
 - (d) appreciates; depreciates

7. Which of the following is not true regarding letters of credit? (CO4, K1)
- (a) They are issued by banks on behalf of the importer promising to pay the exporter
 - (b) A revocable letter of credit can be cancelled or revoked at any time without prior notification to the beneficiary
 - (c) They guarantee that the goods shipped are the goods purchased
 - (d) All of the above are true
8. Countertrade represents foreign trade (CO4, K1)
- (a) restrictions imposed by the government on imports from another country
 - (b) restrictions imposed by the government on exports sent from the country
 - (c) transactions that force the sales of goods of one country to be linked to the purchase or exchange of goods from the country
 - (d) financing provided to an exporter in exchange for goods provided to the creditor by the exporter.
9. An alliance between a supplier and a buyer that agree to use and share skills and capabilities in the supply chain, is called (CO5, K2)
- (a) Diversification alliance
 - (b) Shared supply alliance
 - (c) Complementary alliance
 - (d) Vertical integration alliance

10. What is “strategic control”? (CO5, K2)
- (a) Control over the production process within an organization, in the sense of determining how the employees of an organization perform their work
 - (b) The process by which one entity influences, to varying degrees, the behaviour and output of another entity through informal mechanisms
 - (c) Control over the means and methods on which the whole conduct of an organization depends
 - (d) Control over the production process within an organization, in the sense of determining how informal practices are performed

Part B (5 × 5 = 25)

Answer **all** the questions in not more than 500 words each.

11. (a) Explain the scope of multinational financial management. (CO1, K3)

Or

- (b) Describe the advantages and disadvantages of various modes of conducting international business. (CO1, K3)

12. (a) Why was World Bank created? What type of projects are financed by it? (CO2, K4)

Or

- (b) Explain GDRs/ADRs and IDRs with their features. (CO2, K4)

13. (a) Discuss the major cash outflows and cash inflows associated with a foreign project. (CO3, K3)

Or

- (b) Why is capital budgeting analysis so important to the company? (CO3, K3)
14. (a) Explain the benefits of netting. How can a centralized cash management system be beneficial to the MNC? (CO4, K4)

Or

- (b) How can an MNC implement leading and lagging techniques to help subsidiaries in need of funds? (CO4, K4)
15. (a) Explain the various financial instruments traded in the international capital market and how they contribute to economic growth. (CO5, K5)

Or

- (b) Analyze the role of major global stock exchanges, such as NASDAQ, Wall Street, FTSE, and Dalal Street, in shaping the global financial landscape. (CO5, K5)

Part C (5 × 8 = 40)

Answer **all** the questions in not more than 1000 words each.

16. (a) Discuss the various functions of International Financial Management. (CO1, K4)

Or

- (b) Differentiate between domestic model and multinational model of valuing international business. (CO1, K4)

17. (a) Explain the theory of purchasing power parity with suitable numerical examples. (CO2, K3)

Or

- (b) Discuss the various factors influencing the fluctuations in the rate of exchange. (CO2, K3)

18. (a) A foreign project that is profitable from the perspective of subsidiary will also be profitable to a parent firm. Do you agree? Explain your answer with appropriate examples. (CO3, K4)

Or

- (b) Why should capital budgeting for subsidiary projects be assessed from the parent's perspective? What additional factors that normally are not relevant for a purely domestic project deserve consideration in multinational capital budgeting? (CO3, K4)

19. (a) Explain the advantages of centralized cash management for a multinational company. (CO4, K4)

Or

- (b) Explain the various techniques that can be used to optimize cash inflows of a multinational company. (CO4, K4)

20. (a) Discuss the various types of corporate restructuring, such as mergers, acquisitions, and divestitures, and their impact on shareholder value. (CO5, K5)

Or

- (b) Explain the functions and role of global investment bankers. (CO5, K5)

R2951

Sub. Code

652404

M.B.A. DEGREE EXAMINATION, APRIL – 2025

Fourth Semester

International Business

INTERNATIONAL LOGISTICS MANAGEMENT

(CBCS – 2022 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** the following objective questions by choosing the correct option.

1. What is the primary goal of logistics in global marketing management? (CO1, K2)
 - (a) To minimize production costs
 - (b) To maximize product availability
 - (c) To reduce transportation time
 - (d) To increase customer satisfaction
2. What is the primary function of a 3PL provider?(CO1, K2)
 - (a) To provide comprehensive supply chain management solutions
 - (b) To outsource specific logistics functions
 - (c) To manage the entire supply chain of a company
 - (d) To provide technology solutions for supply chain visibility

3. Which of the following is NOT a key characteristic of shipping transport? (CO2, K2)
- (a) High capacity (b) Low cost per unit
 - (c) High speed (d) Low energy consumption
4. How does the Conference system benefit both shipping lines and shippers? (CO2, K2)
- (a) By ensuring fair competition and stable freight rates
 - (b) By allowing shippers to negotiate individual contracts with each shipping line
 - (c) By eliminating the need for freight forwarders
 - (d) By increasing the number of shipping lines operating on a particular route
5. Demurrage refers to (CO3, K2)
- (a) The cost of transporting goods
 - (b) The penalty for delayed shipment
 - (c) The insurance premium for cargo
 - (d) The cost of storing goods in a warehouse
6. Develop a process for issuing a stuffing report. What is the first step? (CO3, K2)
- (a) Perform container sealing
 - (b) Inspect cargo weight
 - (c) Record cargo details during loading
 - (d) Deliver the shipment

7. A company notices high transportation costs. Which strategy should be applied to reduce expenses while maintaining delivery efficiency? (CO4, K5)
- (a) Increase inventory levels
 - (b) Implement route optimization software
 - (c) Switch to manual tracking methods
 - (d) Expand the distribution network
8. How can e-logistics improve supply chain operations? (CO4, K5)
- (a) By eliminating all manual work force
 - (b) By enabling real-time tracking and automated inventory management
 - (c) By reducing communication across departments
 - (d) By increasing lead times
9. Which term best describes the use of multiple modes of transport in global logistics? (CO5, K3)
- (a) Freight forwarding
 - (b) Intermodal transportation
 - (c) Cargo consolidation
 - (d) Cross-docking
10. A shipment weighs 500 kg and occupies 4 cubic meters. How would IATA calculate the chargeable weight? (CO5, K3)
- (a) By using the dimensional weight formula
 - (b) By multiplying weight by distance
 - (c) By charging for volume only
 - (d) By applying a flat rate per shipment

Part B

(5 × 5 = 25)

Answer **all** the questions in not more than 500 words each.

11. (a) Explain the importance and relevance of logistics to global marketing management. (CO1, K2)

Or

- (b) Describe the concept of supply chain management and outline three current trends in this field. (CO1, K2)

12. (a) How can the concept of Combined Transport document (CTD) facilitate the smooth operation of a Multi-modal Transport system? (CO1, K2)

Or

- (b) Critically evaluate the role and importance of Transportation Logistics Service Providers (TLSPs) in modern supply chains. (CO1, K2)

13. (a) Formulate a strategy to minimize demurrage charges at ports. (CO3, K2)

Or

- (b) List and briefly describe the different types of warehouses commonly used in ports. (CO3, K2)

14. (a) Describe the key challenges facing the modern transportation industry. (CO4, K5)

Or

- (b) Analyze the relationship between energy consumption and environmental impact in the transportation sector. (CO4, K5)

15. (a) Propose a comprehensive strategy for a company to minimize its air freight costs while maintaining service quality. (CO5, K3)

Or

- (b) Critically evaluate the role of international regulations and agreements in facilitating the smooth flow of air cargo across borders. (CO5, K3)

Part C (5 × 8 = 40)

Answer **all** the questions in not more than 1000 words each.

16. (a) Explain the difference between 3PL, 4PL, and 5PL logistics. (CO1, K2)

Or

- (b) Discuss the challenges faced by international logistics managers. (CO1, K2)

17. (a) Analyze the impact of globalization and technological advancements on the future of sea transportation and chartering. (CO2, K2)

Or

- (b) How can a shipping company utilize “Trans chart” effectively for voyage planning and risk management? (CO2, K2)

18. (a) Examine the role of inland container depots (ICDs) in global trade and identify the problems and prospects they face. (CO3, K2)

Or

- (b) Interpret the role of technology in enhancing warehousing operations and container tracking. (CO3, K2)

19. (a) Define “Integrated Logistics” and explain its key components. (CO4, K5)

Or

- (b) Discuss the relationship between communication and transportation and explain how effective communication can improve the efficiency and effectiveness of transportation operations. (CO4, K5)
20. (a) Explain the significance of the “Examination and Assessment” process at airports in the context of air cargo transport. (CO5, K3)

Or

- (b) How can air cargo transport be effectively used to transport perishable goods like and vegetables over long distances? Discuss the challenges and potential solutions. (CO5, K3)
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R2952

Sub. Code

652503

M.B.A. DEGREE EXAMINATION, APRIL – 2025

Fourth Semester

International Business

Elective – OVERSEAS PROJECT MANAGEMENT

(CBCS – 2022 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** the following objective questions by choosing the correct option.

1. Which of the following organizations provides internationally recognized project management standards? (CO1, K1)
 - (a) World Trade Organization (WTO)
 - (b) International Monetary Fund (IMF)
 - (c) Project Management Institute (PMI)
 - (d) United Nations (UN)
2. Which of the following best describes the primary role of a project manager? (CO1, K1)
 - (a) Performing all project tasks individually
 - (b) Managing project scope, schedule, cost, and resources
 - (c) Focusing only on risk management
 - (d) Approving project funding and policies

3. The UNIDO approach to project appraisal emphasizes
(CO2, K2)
- (a) The financial viability of a project only
 - (b) The economic and social impact of a project
 - (c) The role of government subsidies
 - (d) The importance of branding in project success
4. Social Return on Investment (SROI) primarily measures
(CO2, K1)
- (a) Only the financial returns of a project
 - (b) The social and environmental impact of a project
 - (c) The risk factors associated with a project
 - (d) The profitability of a project
5. Which type of international project involves designing, constructing, and delivering a fully operational facility?
(CO3, K1)
- (a) Construction project
 - (b) Turnkey project
 - (c) Engineering consultancy project
 - (d) Joint venture
6. Which financial institution provides support for financing project exports from India?
(CO3, K1)
- (a) Reserve Bank of India (RBI)
 - (b) Export-Import Bank of India (EXIM Bank)
 - (c) World Trade Organization (WTO)
 - (d) International Monetary Fund (IMF)

7. In a network diagram, what does a “node” typically represent? (CO4, K1)
- (a) A critical path
 - (b) A milestone or event
 - (c) A delayed activity
 - (d) A cost overrun
8. What is the primary objective of Critical Path Method (CPM)? (CO4, K1)
- (a) To identify the shortest path
 - (b) To determine the earliest and latest start times of activities
 - (c) To eliminate all delays in a project
 - (d) To reduce costs irrespective of time constraints
9. How does sensitivity analysis help in risk assessment of international projects? (CO5, K1)
- (a) By identifying the probability of project success
 - (b) By measuring the impact of variable changes on project outcomes
 - (c) By eliminating all possible risks in a project
 - (d) By securing financial funding for risk mitigation
10. Which of the following is NOT a key factor in project cash flow estimation? (CO5, K1)
- (a) Initial investment costs
 - (b) Operational revenues
 - (c) Employee personal expenses
 - (d) Depreciation and taxes

Part B

(5 × 5 = 25)

Answer **all** the questions in not more than 500 words each.

11. (a) Explain the role of a project manager. (CO1, K2)

Or

- (b) Distinguish between Traditional Project management and PRINCE2 methodologies. (CO1, K4)

12. (a) Explain the importance of financial analysis in project feasibility studies. (CO2, K2)

Or

- (b) Interpret the purpose of a feasibility report. (CO2, K2)

13. (a) Outline the different sources of financing available for project exports. (CO3, K2)

Or

- (b) Summarize the customs procedures involved in project imports. (CO3, K2)

14. (a) How does resource levelling help in managing time and costs in a project? (CO4, K1)

Or

- (b) Show the importance of Earned Value Analysis (EVA) in project performance measurement. (CO4, K1)

15. (a) Demonstrate the impact of Risk Analysis on international project execution. (CO5, K2)

Or

- (b) Construct the importance of Joint Bidding in international projects. (CO5, K3)

Part C (5 × 8 = 40)

Answer **all** the questions in not more than 1000 words each.

16. (a) Explain the different stages of the project life cycle in detail. (CO1, K2)

Or

- (b) Examine the various Components of a project report. (CO1, K4)

17. (a) Identify the importance of social cost-benefit analysis in project appraisal. (CO2, K3)

Or

- (b) Assess the role of shadow costs in economic appraisal and explain its need in evaluating public sector projects. (CO2, K5)

18. (a) Evaluate the process of scouting and screening international projects. (CO3, K5)

Or

- (b) Elaborate the various types of ownership and operational agreements in international project exports. (CO3, K6)

19. (a) Elaborate the significance of Slack Time in project scheduling. (CO4, K6)

Or

- (b) Explain the key principles of Critical Chain Project Management (CCPM). (CO4, K2)
20. (a) Examine the importance of Adjusted Present Value method in project financial appraisal. (CO5, K4)

Or

- (b) Formulate the role of Political Risk in international projects and construct strategies for mitigating. (CO5, K6)
-