

R4684

Sub. Code

25MIB2C1

M.B.A. DEGREE EXAMINATION, APRIL – 2026

Second Semester

International Business

BUSINESS RESEARCH METHODOLOGY

(CBCS – 2025 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. Which type of research is mainly concerned with developing new theories or expanding existing knowledge without immediate practical application? (CO1, K1)
 - (a) Applied research
 - (b) Descriptive research
 - (c) Pure (Basic) research
 - (d) Experimental research

2. Which of the following best explains the purpose of a review of literature in the research process? (CO1, K2)
 - (a) To collect primary data from respondents
 - (b) To identify research gaps and refine the research problem
 - (c) To test hypotheses statistically
 - (d) To finalize the sampling design

3. Which of the following best describes a research design?
(CO2, K2)
- (a) A method of data analysis
 - (b) A blueprint for collecting, measuring, and analyzing data
 - (c) A technique used only for sampling
 - (d) A statistical test applied to data
4. Which of the following is a non-probability sampling method?
(CO2, K2)
- (a) Stratified sampling
 - (b) Systematic sampling
 - (c) Convenience sampling
 - (d) Simple random sampling
5. Which of the following is an example of primary data?
(CO3, K2)
- (a) Census reports published by the government
 - (b) Research articles in academic journals
 - (c) Data collected through direct interviews with respondents
 - (d) Company annual reports
6. Which scaling technique uses statements with which respondents indicate their level of agreement or disagreement?
(CO3, K2)
- (a) Semantic differential scale
 - (b) Likert scale
 - (c) Ranking scale
 - (d) Paired comparison scale

7. Which of the following measures of central value is most affected by extreme values? (CO4, K2)
- (a) Median (b) Mode
(c) Arithmetic Mean (d) Quartile Deviation
8. Which statistical technique is used to measure the degree and direction of relationship between two variables? (CO4, K2)
- (a) Regression analysis
(b) Correlation
(c) Tabulation
(d) Classification
9. Which statistical test is most appropriate for comparing the means of more than two groups? (CO5, K2)
- (a) Chi-square test (b) t-test
(c) One-way ANOVA (d) Sign test
10. Which of the following is a non-parametric test? (CO5, K2)
- (a) Two-way ANOVA
(b) CM-square test
(c) Mann-Whitney U test
(d) Z-test

Part B

(5 × 5 = 25)

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

11. (a) Apply the research process and explain how the researcher would identify and formulate an appropriate research problem for studying customer satisfaction with public transport services in a metropolitan city. (CO1, K3)

Or

- (b) A postgraduate student plans to conduct a study on employee motivation in small manufacturing units. Apply suitable research design and type of research for this study and justify your choice briefly. (CO1, K3)

12. (a) Analyze the components of a research design and explain how each component contributes to the quality of a research study. (CO2, K4)

Or

- (b) Differentiate between probability and non-probability sampling methods by analyzing their characteristics and implications for research results. (CO2, K4)

13. (a) Analyze the steps involved in conducting an effective interview and explain how each step influences the quality of primary data collected. (CO3, K4)

Or

- (b) Analyze the structure of a good questionnaire by breaking down its essential components and explaining their role in data collection. (CO3, K4)

14. (a) A researcher is analyzing income data that contains several extreme values. Evaluate and justify which measure of central value should be selected for analysis. (CO4, K5)

Or

- (b) While studying variability in test scores, a researcher must choose between Range and Standard Deviation. Evaluate and justify the more appropriate measure of dispersion. (CO4, K5)

15. (a) Compare and analyze parametric and non-parametric tests, and justify the conditions under which each should be applied. (CO5, K5)

Or

- (b) Analyze the relationship between hypothesis testing and test result interpretation, and explain how incorrect interpretation can affect research conclusions. (CO5, K5)

Part C

(5 × 8 = 40)

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

16. (a) Compare and evaluate qualitative and quantitative approaches, and recommend the most appropriate one for large-scale consumer studies with justification. (CO1, K5)

Or

- (b) Assess and evaluate the major problems encountered by researchers in India and argue how these issues affect research quality. (CO1, K5)

17. (a) A researcher must choose between conducting a census and using a sampling method for a nationwide consumer survey. Evaluate both approaches and recommend the most appropriate option with justification. (CO2, K5)

Or

- (b) Assess and evaluate sampling and non-sampling errors, and argue how a researcher can minimize their impact on study results. (CO2, K5)

18. (a) Compare and evaluate observation and interview method of collecting data on consumer behaviour in retail stores, and recommend the most suitable method with justification. (CO3, K5)

Or

- (b) Assess and justify the importance of pre-testing and pilot study in ensuring the validity and reliability of research instruments. (CO3, K5)

19. (a) Assess and justify the suitability of multiple regression analysis for studying the relationship between sales volume, advertising expenditure and price. (CO4, K5)

Or

- (b) Evaluate and defend the importance of editing, coding, classification, and tabulation in ensuring meaningful data analysis. (CO4, K5)

20. (a) Design a complete hypothesis testing framework for a study comparing the effectiveness of three different teaching methods on student performance. (CO5, K6)

Or

- (b) Develop a structured outline for a good research report suitable for a postgraduate research project, incorporating principles and features of effective report writing. (CO5, K6)

R4685

Sub. Code

25MIB2C2

M.B.A. DEGREE EXAMINATION, APRIL – 2026

Second Semester

International Business

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

(CBCS – 2025 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. The primary objective of Human Resource Management is to: (CO1, K1)
 - (a) Optimise organisational resources through workforce alignment
 - (b) Strengthen financial controls across functional departments
 - (c) Improve operational systems through technological upgrades
 - (d) Achieve effective utilisation and development of human resources

2. International Human Resource Management (IHRM) mainly differs from Domestic HRM in terms of : (CO1, K1)
 - (a) Administration of employee compensation structures
 - (b) Coordination of multi-country workforce policies
 - (c) Standardisation of internal office procedures
 - (d) Supervision of domestic labour relations systems

3. Human Resource Planning primarily aims to: (CO2, K2)
 - (a) Balance workforce demand and supply systematically
 - (b) Minimise administrative overhead expenditure
 - (c) Enhance short-term operational productivity
 - (d) Reduce organisational training investments

4. Job specification mainly focuses on : (CO2, K2)
 - (a) Allocation of duties within organisational units
 - (b) Documentation of hierarchical reporting channels
 - (c) Identification of required employee qualifications
 - (d) Structuring of departmental workflow systems

5. A structured employee selection process primarily aims to : (CO3, K2)
 - (a) Standardise hiring decisions through validated assessment methods
 - (b) Reduce administrative workload in personnel departments
 - (c) Accelerate vacancy filling through simplified screening
 - (d) Delegate recruitment authority to operational managers

6. Selecting staff for international assignments requires emphasis on : (CO3, K2)
- (a) Technical competence within domestic operational systems
 - (b) Cross-cultural adaptability and global leadership capability
 - (c) Familiarity with internal administrative procedures
 - (d) Seniority-based progression within organisational hierarchy
7. Job evaluation systems are primarily designed to : (CO4, K2)
- (a) Determine employee performance through behavioural assessment
 - (b) Calculate incentive bonuses linked to productivity targets
 - (c) Standardise international salary conversion mechanisms
 - (d) Establish internal pay equity based on job worth analysis
8. The cafeteria approach to fringe benefits can best be analysed as : (CO4, K2)
- (a) Uniform allocation of benefits across all employee categories
 - (b) Replacement of monetary incentives with non-financial rewards
 - (c) Flexible benefit selection within predefined organisational limits
 - (d) Performance-linked distribution of retirement benefits

9. The integration of Artificial Intelligence in HR functions can best be analysed as : (CO5, K2)
- (a) Replacement of managerial judgement through automated systems
 - (b) Strategic augmentation of decision-making through predictive analytics
 - (c) Elimination of employee interaction in organisational processes
 - (d) Centralisation of payroll administration in digital platforms
10. Global HR Shared Services primarily aim to : (CO5, K2)
- (a) Decentralise labour relations across regional subsidiaries
 - (b) Replace local managers with automated compliance systems
 - (c) Consolidate standardised HR processes across multiple locations
 - (d) Increase operational autonomy of international branches

Part B

(5 × 5 = 25)

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

11. (a) An organisation has 200 employees. During a month, total absent days recorded are 120. Total working days in the month are 20. Calculate the absenteeism rate. (CO1, K3)

Or

- (b) Apply Agile HR principles to improve employee engagement in a hybrid workforce. (CO1, K3)

12. (a) A company currently has 150 employees. Projected expansion requires a 20% increase in workforce. However, 10 employees are expected to retire. Determine the total number of new employees to be recruited. (CO2, K4)

Or

- (b) Apply job analysis methods to design a job description for an HR Executive. (CO2, K4)

13. (a) Analyze the cost benefit analysis of training programme. (CO3, K4)

Or

- (b) Apply the selection process steps to solve a high employee turnover problem. (CO3, K4)

14. (a) Classify the components of employee compensation and analyse their strategic importance. (CO4, K5)

Or

- (b) Break down wage and salary administration processes and infer their impact on organisational equity. (CO4, K5)

15. (a) Classify the major technological influences shaping the future of HR functions and analyse their impact. (CO5, K5)

Or

- (b) Break down the components of managing virtual teams in a multinational context. (CO5, K5)

Part C

(5 × 8 = 40)

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

16. (a) Classify and analyse the functions of HRM in modern organisations. (CO1, K5)

Or

- (b) Analyse the differences between Domestic HRM and IHRM. (CO1, K5)

17. (a) Classify and analyse the characteristics and need for Human Resource Planning. (CO2, K5)

Or

- (b) Analyse internal vs external sources of recruitment with suitable illustration. (CO2, K5)

18. (a) Classify training methods for operatives, supervisors, and executives with illustration. (CO3, K5)

Or

- (b) Analyse the pros and cons of promotion, demotion and transfer as internal mobility strategies. (CO3, K5)

19. (a) Analyse job evaluation systems by classifying them into non-quantitative and quantitative methods with illustration. (CO5, K6)

Or

- (b) Break down and analyse international compensation strategies used in multinational corporations. (CO5, K6)

20. (a) Analyse the impact of AI and automation on the structure of HR functions and illustrate the shift from traditional to strategic HR. (CO4, K5)

Or

- (b) Classify and analyse global HR shared services and outsourcing models used in multinational corporations. (CO4, K5)
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R4686

Sub. Code

25MIB2C3

M.B.A. DEGREE EXAMINATION, APRIL – 2026
Second Semester
International Business
EXPORT PROCEDURES AND DOCUMENTATION
(CBCS – 2025 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. Which document is required for customs clearance of imported goods? (CO1, K1)
 - (a) Shipping Bill
 - (b) Bill of Entry
 - (c) Mate's Receipt
 - (d) Consular Invoice
2. The Importer Exporter Code (IEC) is issued by: (CO1, K1)
 - (a) Reserve Bank of India
 - (b) Directorate General of Foreign Trade
 - (c) Export Credit Guarantee Corporation
 - (d) Customs Department
3. Pre-shipment finance is granted to exporters: (CO2, K2)
 - (a) After realization of export proceeds
 - (b) Before shipment of goods
 - (c) After customs clearance
 - (d) After delivery to buyer

4. The main objective of export credit insurance is to: (CO2, K2)
- (a) Increase freight charges
 - (b) Cover risk of non-payment by foreign buyer
 - (c) Reduce customs duty
 - (d) Fix exchange rate
5. The primary objective of the RoDTEP scheme is to : (CO3, K2)
- (a) Provide export finance
 - (b) Provide interest subsidy
 - (c) Replace IEC
 - (d) Remit embedded taxes and duties not refunded under other schemes
6. Under the Zero Duty EPCG Scheme, capital goods are imported : (CO3, K2)
- (a) At concessional GST
 - (b) Without IEC
 - (c) Only for domestic sale
 - (d) At zero customs duty subject to export obligation
7. In multimodal transport, the document issued by the operator covering entire journey is called : (CO4, K2)
- (a) Mate's Receipt
 - (b) Shipping Bill
 - (c) Bill of Entry
 - (d) Multimodal Transport Document

8. Under Institute Cargo Clauses (A), coverage is : (CO4, K2)
- (a) Limited to total loss only
 - (b) Restricted to named perils
 - (c) Comprehensive “All Risks” coverage (subject to exclusions)
 - (d) Only war risk
9. The Directorate General of Foreign Trade (DGFT) is primarily responsible for : (CO5, K2)
- (a) Conducting trade fairs
 - (b) Providing marine insurance
 - (c) Granting export credit
 - (d) Issuing Importer Exporter Code and implementing Foreign Trade Policy
10. APEDA mainly promotes exports of : (CO5, K2)
- (a) Engineering goods
 - (b) Processed food and agricultural products
 - (c) Marine products
 - (d) Textile machinery

Part B

(5 × 5 = 25)

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

11. (a) Calculate the export invoice value. An exporter ships 1,000 units at USD 20 per unit. Freight is USD 1,200 and insurance is USD 300. Calculate the CIF value of the export consignment. (CO1, K3)

Or

- (b) A small manufacturer wants to export handicrafts to Germany. Apply the steps involved in exporting.

(CO1, K3)

12. (a) An exporter ships goods worth Rs. 10,00,000. Bank provides 80% post-shipment finance. Calculate the amount of finance granted. (CO2, K4)

Or

- (b) An exporter fears buyer default. Apply the procedure to obtain export credit insurance. (CO2, K4)

13. (a) Classify export promotion schemes into duty exemption and incentive schemes. (CO3, K4)

Or

- (b) Breakdown the features of Advance Authorisation Scheme. (CO3, K4)

14. (a) Compare shipment by sea and air and recommend the most suitable mode for exporting high-value electronics. (CO4, K5)

Or

- (b) Assess whether open marine policy is preferable to specific policy for a regular exporter. (CO4, K5)

15. (a) Compare the role of Export Promotion Councils and Commodity Boards and judge which is more sector-specific. (CO5, K5)

Or

- (b) Assess the contribution of ITPO in promoting Indian exports globally. (CO5, K5)

Part C

(5 × 8 = 40)

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

16. (a) Classify and analyse export documents into commercial and regulatory documents with examples. (CO1, K5)

Or

- (b) Analyse and categorise different methods of payment in export trade. (CO1, K5)

17. (a) Classify and analyse pre-shipment and post-shipment finance. (CO2, K5)

Or

- (b) Categorise and analyse Specific Policy and Small Exporters Policy. (CO2, K5)

18. (a) Categorise and analyse MEIS (earlier) and RoDTEP schemes. (CO3, K5)

Or

- (b) Draw a diagram and analyse the functioning of the Duty Drawback Scheme. (CO3, K5)

19. (a) Evaluate different modes of shipment and select the most efficient mode for perishable goods. (CO4, K5)

Or

- (b) Evaluate the procedure and documents required for marine insurance claims and justify their importance. (CO4, K5)

20. (a) Assess the importance of Export Inspection Agency (EIA) in maintaining India's export reputation.
(CO5, K6)

Or

- (b) Recommend the most suitable institution for an exporter seeking market data, policy guidance, and export promotion support. Justify your answer.
(CO5, K6)
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R4687

Sub. Code

25MIB2C4

M.B.A. DEGREE EXAMINATION, APRIL – 2026

Second Semester

International Business

QUANTITATIVE METHODS FOR DECISION MAKING

(CBCS – 2025 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. In a linear programming problem, the feasible solution space is (CO1, K1)
 - (a) Always unbounded
 - (b) A curved region
 - (c) A convex polygon
 - (d) A single point

2. The North-West Corner Method is used to (CO1, K1)
 - (a) Test optimality
 - (b) Obtain an initial feasible solution of a transportation problem
 - (c) Solve assignment problems
 - (d) Eliminate degeneracy

3. If two events A and B are mutually exclusive, then (CO2, K2)
- (a) $P(A \cap B) = 1$
 - (b) $P(A \cup B) = P(A) \times P(B)$
 - (c) $P(A|B) = P(A)$
 - (d) $P(A \cap B) = 0$
4. Which probability distribution is most suitable for modelling the number of rare events occurring in a fixed interval? (CO2, K2)
- (a) Normal
 - (b) Binomial
 - (c) Poisson
 - (d) Uniform
5. In an M/M/1 queuing model, arrivals follow (CO3, K2)
- (a) Normal distribution
 - (b) Binomial distribution
 - (c) Poisson distribution
 - (d) Uniform distribution
6. Decision making under uncertainty implies that (CO3, K2)
- (a) Probabilities of outcomes are known
 - (b) Probabilities of outcomes are not known
 - (c) Risk can be measured
 - (d) All alternatives yield equal pay-off
7. Marginal Revenue is obtained by _____ (CO4, K2)
- (a) Dividing total revenue by quantity
 - (b) Subtracting cost from revenue
 - (c) Differentiating profit function
 - (d) Differentiating total revenue with respect to output

8. The value of the coefficient of multiple correlation lies between _____ (CO4, K2)
- (a) 0 and +1 (b) -1 and +1
(c) 0 and 1 (d) $-\infty$ and $+\infty$
9. Which phase of the Data Analytics Life Cycle focuses on understanding business objectives? (CO5, K2)
- (a) Discovery (b) Data preparation
(c) Model building (d) Deployment
10. Which R function is commonly used to read a CSV file? (CO5, K2)
- (a) scan () (b) write.csv ()
(c) read.csv () (d) load ()

Part B

(5 × 5 = 25)

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

11. (a) Solve the following LPP using the graphical method (CO1, K3)

$$\text{Maximise } Z = 18x + 16y$$

Subject to

$$15x + 25y \leq 375$$

$$24x + 11y \leq 264 .$$

$$x, y \geq 0$$

Or

- (b) A company manufactures two types of products P_1 , and P_2 . Each product uses lathe and milling machine. The processing time per unit of P_1 on the lathe is 5 hours and on the milling is 4 hours. The processing time per unit of P_2 on the lathe is 10 hours and on the milling machine, 4 hours. The maximum number of hours available per week on

the lathe and the milling machine are 60 hours and 40 hours respectively. Also the profit per unit of selling P_1 and P_2 are Rs 6.00 and Rs. 8.00 respectively. Formulate a linear programming model to determine the production volume of each of the products such that the total profit is maximised. (CO1, K3)

12. (a) Classify different types of events in probability and illustrate each with an example. (CO2, K4)

Or

- (b) Analyse the relationship between joint, marginal and conditional probabilities with a suitable illustration. (CO2, K4)

13. (a) Evaluate the suitability of queuing theory models for managing customer waiting time in a bank. (CO3, K4)

Or

- (b) Compare decision making under certainty and under risk, and judge which is more realistic in business situations. (CO3, K4)

14. (a) A manufacturer can sell ' x ' items per week at a price $P = 20 - 0.001x$ Rupees each. It costs $y = 5x + 2000$ Rupees to produce x items. Determine the number of items the manufacturer should produce per week to maximise his profit. (CO4, K5)

Or

- (b) A toothpaste manufacturer finds that the production-cost associated with each tube is Rs. 3 and that the fixed cost is Rs. 6,000. Assuming each tube can be sold for Rs. 5, determine the break-even quantity. (CO4, K5)

15. (a) Evaluate the role of data cleaning in improving the quality of business analytics outcomes. (CO5, K5)

Or

- (b) Compare traditional data analysis tools and Big Data Analytics tools, and judge their suitability for modern industries. (CO5, K5)

Part C

(5 × 8 = 40)

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

16. (a) Solve the following linear programming problem using the result of its dual problem. (CO1, K5)

$$\text{Maximise } Z = 40X_1 + 30X_2 + 25X_3$$

Subject to

$$4X_1 + 2X_2 + 5X_3 \geq 30$$

$$3X_1 + 6X_2 + X_3 \geq 20$$

$$X_1 + 3X_2 + 6X_3 \geq 36$$

$$X_1, X_2 \text{ and } X_3 \geq 0$$

Or

- (b) Apply the Least Cost Method to obtain an initial feasible solution for the following transportation problem: (CO1, K5)

	D1	D2	Supply
S1	4	6	20
S2	5	3	30
Demand	25	25	

17. (a) Assess the suitability of the Binomial distribution for modelling quality control defects in a manufacturing process. (CO2, K5)

Or

- (b) Evaluate the use of the Normal distribution in analysing stock market index movements. (CO2, K5)

18. (a) Assess the usefulness of a decision tree in evaluating investment alternatives under risk. (CO3, K5)

Or

- (b) Justify the use of pay-off and loss tables for selecting an optimal decision under uncertainty. (CO3, K5)

19. (a) A manufacturing company that produces an item, has a total cost function represented by the equation $y = 2x^3 - 3x^2 - 12x$ where y represents cost and x represents the quantity.

- (i) What equation represents the marginal cost?
(ii) What is the equation for average cost function?
(iii) At what levels, the marginal cost and average cost reach their minimum value?

(CO4, K5)

Or

- (b) Design a simple regression-based numerical model to study the impact of advertising expenditure (X) on sales (Y) using the following data: (CO4, K5)

X :	5	7	9
Y :	12	15	20

20. (a) Design a complete data analytics workflow for a retail company using the Data Analytics Life Cycle. (CO5, K6)

Or

- (b) Develop an R-based data analysis framework showing how data is imported, cleaned, and prepared for analysis. (CO5, K6)
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R4688

Sub. Code

25MIB2E1

M.B.A. DEGREE EXAMINATION, APRIL – 2026

Second Semester

International Business

**Elective — GLOBAL ENTREPRENEURSHIP
DEVELOPMENT**

(CBCS – 2025 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. Global entrepreneurship mainly focuses on: (CO1, K2)
 - (a) Domestic business growth
 - (b) International business opportunities
 - (c) Government employment
 - (d) Local trading activities

2. Innovation in global entrepreneurship refers to: (CO1, K2)
 - (a) Avoiding change
 - (b) Introducing new ideas and methods
 - (c) Imitating competitors
 - (d) Reducing competition

3. Which of the following is an internal environmental force? (CO2, K2)
- (a) Political system
 - (b) Economic policy
 - (c) Entrepreneurial attitude
 - (d) Legal framework
4. Cultural factors influence entrepreneurship by affecting: (CO2, K2)
- (a) Technology only
 - (b) Entrepreneurial behaviour
 - (c) Market prices
 - (d) Government revenue
5. Opportunity identification means: (CO3, K2)
- (a) Closing a business
 - (b) Identifying viable business ideas
 - (c) Reducing operational cost
 - (d) Market withdrawal
6. Product-Market Fit refers to: (CO3, K2)
- (a) High product cost
 - (b) Matching product with customer needs
 - (c) Excess production
 - (d) Market monopoly
7. GEM stands for : (CO4, K2)
- (a) Global Enterprise Market
 - (b) Global Entrepreneurship Monitor
 - (c) General Economic Model
 - (d) Global Export Mechanism

8. Mudra Yojana mainly supports: (CO4, K2)
- (a) Large industries
 - (b) Micro and small enterprises
 - (c) Multinational companies
 - (d) Public sector units
9. Business plan is essential for: (CO5, K2)
- (a) Legal disputes
 - (b) Guiding new venture creation
 - (c) Tax evasion
 - (d) Employee termination
10. Registration formalities are required for: (CO5, K2)
- (a) Informal activities
 - (b) Establishing a legal business entity
 - (c) Personal savings
 - (d) Market research

Part B

(5 × 5 = 25)

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

11. (a) Discuss the concept and importance of global entrepreneurship. (CO1, K3)

Or

- (b) Describe the global entrepreneurial qualities with suitable examples. (CO1, K3)

12. (a) Explain the internal and external environmental forces conditioning global entrepreneurship development. (CO2, K5)

Or

- (b) Discuss the role of cultural and ethical issues in global entrepreneurship. (CO2, K5)

13. (a) Describe the process of opportunity identification and evaluation in global business. (CO3, K5)

Or

- (b) Explain the importance of customer discovery process in achieving product-market fit. (CO3, K5)

14. (a) Discuss the role of Global Entrepreneurship Monitor (GEM) in entrepreneurship development. (CO4, K5)

Or

- (b) Explain the importance of government initiatives for startups in India. (CO4, K5)

15. (a) Describe the objectives and features of Mudra Yojana and Stand Up India. (CO5, K5)

Or

- (b) Discuss the role of SIDBI venture capital in promoting entrepreneurship. (CO5, K5)

Part C

(5 × 8 = 40)

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

16. (a) Critically discuss the role of innovation, creativity and risk-taking in global entrepreneurship development. (CO1, K5)

Or

- (b) Critically evaluate the traits of successful global entrepreneurs with suitable case studies. (CO1, K5)

17. (a) Critically evaluate the impact of psychological, social and cultural forces on global entrepreneurial environment. (CO2, K5)

Or

- (b) Critically discuss the ethical and legal challenges faced by global entrepreneurs. (CO2, K5)

18. (a) Critically evaluate the new venture creation process in the global market. (CO3, K5)

Or

- (b) Critically discuss the role of e-commerce and startups in emerging economies. (CO3, K5)

19. (a) Critically evaluate the effectiveness of government initiatives for startup development in India. (CO4, K5)

Or

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

20. (a) Critically evaluate the process of formulating and launching global entrepreneurial ventures.
(CO5, K5)

Or

- (b) Critically discuss the importance of business plan preparation and project report submission.
(CO5, K5)
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R5043

Sub. Code

652401

M.B.A. DEGREE EXAMINATION, APRIL – 2026

Fourth Semester

International Business

GLOBAL BUSINESS STRATEGIES

(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. A company wants to improve its customer satisfaction by comparing its practices to the best in the industry. Which strategic management approach should it consider implementing? (CO1, K1)
 - (a) Total Quality Management
 - (b) Benchmarking
 - (c) Business Process Reengineering
 - (d) 7S Framework

2. A company faces declining employee engagement despite a robust strategic plan. Which of the following strategic management elements would you prioritize to address this issue? (CO1, K1)
 - (a) Strategic organizational control
 - (b) Sustaining strategic organizational culture
 - (c) Business Process Reengineering
 - (d) Competitive Strategy

3. Why might an MNC face special problems when operating in developing countries? (CO2, K1)
- (a) Lack of skilled labour
 - (b) Stringent environmental regulations
 - (c) Cultural and language differences
 - (d) Both (a) and (c)
4. If you were to design a new strategy for an MNC, which of the following factors would you prioritize to ensure long-term success? (CO2, K1)
- (a) Reducing costs through outsourcing
 - (b) Building strong local partnerships
 - (c) Centralizing decision-making
 - (d) Avoiding adaptation to local cultures
5. When conducting an internal analysis, which of the following combinations best represents potential weaknesses in an MNC? (CO3, K1)
- (a) Core competence and organizational inertia
 - (b) Input-output edge and faster obsolescence
 - (c) Location disadvantage and status quism
 - (d) Resources and capabilities for above-average returns
6. An MNC wants to involve stakeholders and leverage world wisdom in developing its mission. Which of the following is the BEST first step? (CO3, K1)
- (a) Conduct a competitive analysis to understand market pressures
 - (b) Organize collaborative workshops with stakeholders for vision development
 - (c) Develop a mission statement internally and present it to stakeholders for approval
 - (d) Focus solely on addressing external threats like substitutes and new entrants

7. A multinational corporation decides to down scope by divesting its unrelated business units while focusing on core competencies. Which restructuring strategy is this an example of? (CO4, K1)
- (a) Asset restructuring
 - (b) Downsizing
 - (c) Spin-off
 - (d) Down-scoping
8. A competitor launches a new product at a lower price point, prompting another company to rapidly introduce a promotional offer to maintain its market share. Which aspect of competitive dynamics is being demonstrated? (CO4, K1)
- (a) Likelihood of attack
 - (b) Likelihood of response
 - (c) Ethnocentric approach
 - (d) Business-level strategy
9. An MNC adopts a cooperative strategy to form alliances with local firms in various regions. Which organizational structure would best support this strategy? (CO5, K1)
- (a) Network structure
 - (b) Functional structure
 - (c) Multidivisional structure
 - (d) Combination structure
10. A strategic audit in an MNC reveals inefficiencies in the match between their transnational strategy and organizational structure. Which adjustment would likely enhance strategy implementation? (CO5, K1)
- (a) Shift to a network structure
 - (b) Adopt a combination structure
 - (c) Move to a functional structure
 - (d) Replace cooperative strategy with business-level strategy

Part B

(5 × 5 = 25)

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

11. (a) What is the role of the Balanced Scorecard in strategic management? (CO1, K1)

Or

- (b) Elaborate the 7S Framework developed by McKinsey. (CO1, K6)

12. (a) Explain the concept of transnational corporation with an example. (CO2, K4)

Or

- (b) Illustrate the impact of globalization on MNC growth. (CO2, K2)

13. (a) How can MNCs leverage technology diffusion to gain a competitive advantage? (CO3, K1)

Or

- (b) Analyze the impact of protectionism on MNCs' global strategies. (CO3, K4)

14. (a) Explain the concept of competitive rivalry and its importance in strategy formulation. (CO4, K4)

Or

- (b) Summarize how a multi-domestic strategy differs from a transnational strategy. (CO4, K2)

15. (a) Define corporate governance and its importance in strategy implementation. (CO5, K2)

Or

- (b) Explain the relationship between organizational structure and strategy implementation. (CO5, K2)

Part C

(5 × 8 = 40)

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

16. (a) Analyze how competitive strategy, as proposed by Michael Porter, impacts an organization's long-term success. (CO1, K4)

Or

- (b) How do organizations use benchmarking to improve their performance? Provide examples. (CO1, K1)

17. (a) Evaluate the overall impact of MNCs on developing economies. (CO2, K5)

Or

- (b) Analyze the factors behind the emergence of MNCs. (CO2, K4)

18. (a) Examine the interplay of demographic changes and product innovation in MNC strategies. (CO3, K4)

Or

- (b) Examine how can MNCs align their mission and vision with global sustainability goals? (CO3, K4)

19. (a) Analyze the role of diversification in corporate-level strategies and evaluate its necessity for modern MNCs. (CO4, K4)

Or

- (b) Evaluate the benefits and drawbacks of acquisition strategies, particularly in the context of cross-border mergers. (CO4, K5)

20. (a) Evaluate the effectiveness of multidivisional structures in supporting corporate-level strategies. (CO5, K5)

Or

- (b) Design a strategic audit framework for evaluating strategy implementation in an MNC. (CO5, K6)
-

R5044

Sub. Code

652402

M.B.A. DEGREE EXAMINATION, APRIL – 2026

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 type questions by choosing the correct option.

1. The “passing of risk” in international sales contracts refers to: (CO1, K2)
 - (a) The transfer of ownership
 - (b) The transfer of liability for damage or loss of goods
 - (c) The buyer’s payment responsibility
 - (d) The cancellation of contracts

2. Which of the following is covered under the Vienna Convention (CISG)? (CO1, K2)
 - (a) Sale of services
 - (b) Sale of immovable property
 - (c) Sale of goods
 - (d) Licensing agreements

3. Which agreement governs the global trade in services under WTO? (CO2, K2)
- (a) TRIPS (b) GATT
(c) GATS (d) TBT Agreement
4. Which of the following is not a type of intellectual property? (CO2, K2)
- (a) Trademark (b) Copyright
(c) Patent (d) Real estate
5. Conciliation differs from arbitration in respect to the fact that it _____ (CO3, K2)
- (a) Is legally binding
(b) Relies on a conciliator to assist parties in reaching an agreement
(c) Always requires court approval
(d) Cannot be applied in international disputes
6. The enforcement of foreign arbitral awards in India is governed under: (CO3, K2)
- (a) Section 34 of the Arbitration and Conciliation Act
(b) Section 44 of the Arbitration and Conciliation Act
(c) Section 2 of the IT Act
(d) Section 96 of the Customs Act
7. Which authority grants approval for SEZs? (CO4, K2)
- (a) Development Commissioner
(b) Board of Approval
(c) Central Government
(d) State Government

8. What does the IT Act, 2000, define as a secure electronic signature? (CO4, K1)
- (a) A handwritten signature scanned electronically
 - (b) A signature verified by cryptographic means
 - (c) A digital image of a signature
 - (d) A biometric authentication process
9. Which section of the Customs Act deals with the valuation of imported and exported goods? (CO5, K2)
- (a) Section 14
 - (b) Section 17
 - (c) Section 23
 - (d) Section 30
10. What is abatement under the Customs Act? (CO5, K1)
- (a) Reduction of penalties
 - (b) Refund of export taxes
 - (c) Deduction from the value of damaged goods for tax purposes
 - (d) Tax exemption for imports

Part B

(5 × 5 = 25)

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

11. (a) Analyse the provisions regarding the passing of risk in international sale contracts as per CISG. (CO1, K4)

Or

- (b) Summarize the importance and key provisions of the Vienna Convention (CISG) in international trade. (CO1, K2)

12. (a) Discuss the registration procedure for trade and merchandise marks. (CO2, K2)

Or

- (b) Analyse the implications of WTO agreements on the pharmaceutical sector. (CO2, K4)

13. (a) Analyse the role of courts in arbitral proceedings under Indian Arbitration and Conciliation Act, 1996. (CO3, K4)

Or

- (b) Summarize the steps involved in enforcing foreign arbitral awards in India. (CO3, K2)

14. (a) Outline the provisions of the IT Act, 2000, concerning electronic signatures and authentication. (CO4, K3)

Or

- (b) Describe the role of the Development Commissioner in the functioning of SEZs. (CO4, K3)

15. (a) Analyse the duty drawback scheme and its significance in international trade. (CO5, K4)

Or

- (b) Describe the procedures for valuation of imported goods under the Customs Act. (CO5, K2)

Part C

(5 × 8 = 40)

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

16. (a) Describe the rules concerning damages and remedies under the UN Convention on Contracts for the International Sale of Goods. (CO1, K2)

Or

- (b) Discuss the main obligations of buyer and seller under the Uniform Law on International Sale of Goods. (CO1, K2)
17. (a) Explain the key features of dispute settlement process under WTO and how does it help resolve trade disputes between member countries? (CO2, K2)

Or

- (b) Critically evaluate the role of trademarks in global business and the challenges faced in international trademark registration. (CO2, K5)
18. (a) Discuss the legal framework for international arbitration in India, with reference to the Arbitration and Conciliation Act, 1996. (CO3, K2)

Or

- (b) Critically examine the scope and limitations of conciliation as a method of dispute resolution. (CO3, K2)

19. (a) Evaluate the IT Act, 2000, focusing on the authentication and legal recognition of electronic records. (CO4, K5)

Or

- (b) Examine the structure and administration of SEZs under the SEZ Act, 2005, highlighting tax exemptions. (CO4, K3)
20. (a) Discuss the processes involved in the assessment and recovery of customs duties. (CO5, K2)

Or

- (b) Summarise the importance of customs laws in regulating international trade and ensuring compliance. (CO5, K2)
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R5045

Sub. Code

652403

M.B.A. DEGREE EXAMINATION, APRIL – 2026

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 type questions by choosing the correct option.

1. The commonly accepted goal of the MNC is to: (CO1, K1)
 - (a) maximize short-term earnings
 - (b) maximize shareholder wealth
 - (c) minimize risk
 - (d) maximize international sales

2. Which of the following is not a form of corporate control that could reduce agency problems for an MNC? (CO1, K1)
 - (a) stock options
 - (b) hostile takeover threat
 - (c) investor monitoring
 - (d) all of the above

3. _____ is a security issued in the U.S. which represents a claim on shares of a foreign stock. (CO2, K2)
- (a) American Depositary Receipt
 - (b) Samurai bond
 - (c) Eurobond
 - (d) Swap
4. The Bretton Woods System called for: (CO2, K1)
- (a) The IMF to promote development
 - (b) Floating exchange rates against the Japanese Yen
 - (c) Fixed exchange rates against the US Dollar
 - (d) Floating exchange rates against US Dollar
5. Assume the parent of a UK-based MNC plans to completely finance the establishment of its US subsidiary with existing funds from retained earnings in UK operations. According to the text, the discount rate used in the capital budgeting analysis on this project should be most affected by: (CO3, K2)
- (a) the cost of borrowing funds in the U.K.
 - (b) the cost of borrowing funds in the U.S.
 - (c) the parent's cost of capital.
 - (d) Both (a) and (b)
6. A firm considers an exporting project and will invoice the exports in pounds. The expected cash flows in pounds would be more difficult if the currency of the foreign country is _____ (CO3, K2)
- (a) fixed
 - (b) volatile
 - (c) stable
 - (d) none of the above, as the firm is not exposed

7. Consider an exporter that sells its accounts receivables off to another firm that becomes responsible for obtaining cash from the various importers. This reflects: (CO4, K2)
- (a) accounts receivable financing
 - (b) factoring
 - (c) consignment
 - (d) letter of credit
8. A bill of exchange requesting the bank to pay the face amount upon presentation of documents is a: (CO4, K1)
- (a) banker's acceptance
 - (b) letter of credit
 - (c) time draft
 - (d) sight draft
9. A partnership between companies in different lines of business, is called: (CO5, K1)
- (a) Vertical integration alliance
 - (b) Diversification alliance
 - (c) Shared supply alliance
 - (d) International expansion alliance
10. Why do alliances between a large Western multinational firm and an emerging economy firm often fail? (CO5, K2)
- (a) The cultural gap between partners is too large
 - (b) The partner objectives are very divergent
 - (c) The company size of partners is very different
 - (d) The organizational cultures of partners are different

Part B

(5 × 5 = 25)

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

11. (a) Explain the investment functions of the Multinational National Corporation. (CO1, K4)

Or

- (b) Explain the reasons for the increasing importance of International Financial Management. (CO1, K4)

12. (a) Recapitulate the historic developments which lead to floating exchange rate system. (CO2, K4)

Or

- (b) Describe the structure and organization of the foreign exchange market in India. (CO2, K2)

13. (a) Briefly enumerate distinguishing features which make evaluation of foreign projects different from domestic projects. (CO3, K4)

Or

- (b) What makes the APV capital budgeting framework useful for analysing foreign capital expenditure? (CO3, K4)

14. (a) Is international working capital management more complex than the domestic working capital management? (CO4, K3)

Or

- (b) Evaluate the benefits and costs of receivables management for a multinational company. (CO4, K5)

15. (a) Outline the primary functions of global investment banks and their role in shaping the capital markets. (CO5, K5)

Or

- (b) Discuss the importance of cross-border mergers and acquisitions in the global economy. (CO5, K2)

Part C

(5 × 8 = 40)

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

16. (a) Explain the differences in the functions of domestic financial management and international financial management. (CO1, K4)

Or

- (b) Discuss the various approaches to valuation models used for multinational corporations (MNCs), highlighting the challenges associated with each method. (CO1, K4)

17. (a) Enunciate the theory of interest rate parity and enumerate the factors that limit its applicability. (CO2, K3)

Or

- (b) Explain the different stages of International Monetary System. (CO2, K3)

18. (a) MNC will normally require forecasts of the financial characteristics that influence the initial investment or cashflows of the project. Describe each of those characteristics in detail. (CO3, K4)

Or

- (b) Explain the methods used to evaluate the risk associated with estimating cash flows of a proposed project. (CO3, K4)

19. (a) Discuss the techniques adopted by the multinational company to use the blocked funds. (CO4, K4)

Or

- (b) Explain how the inventory management is different for a multinational company and a domestic company. (CO4, K4)

20. (a) Evaluate the role of MSCI indices in global investment decision-making. (CO5, K5)

Or

- (b) Compare and contrast the market structures and key indices of the major international stock exchanges. (CO5, K5)

R5046

Sub. Code

652404

M.B.A. DEGREE EXAMINATION, APRIL – 2026

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 type questions by choosing the correct option.

1. Which of the following best describes a 4PL provider?
(CO1, K2)
 - (a) A company that owns and operates its own transportation fleet
 - (b) A company that provides a single logistics service
 - (c) A company that acts as a lead logistics provider, managing the activities of multiple 3PLs
 - (d) A company that specializes in e-commerce logistics

2. What is the primary focus of strategic logistics?
(CO1, K2)
 - (a) To minimize transportation costs
 - (b) To optimize the entire supply chain
 - (c) To improve customer service
 - (d) To reduce inventory levels

3. Design a hypothetical scenario where a Combined Transport Document (CTD) would be most beneficial for a shipper. (CO2, K2)
- (a) A shipper transporting a single pallet of goods by truck within a single country
 - (b) A shipper exporting a large quantity of perishable goods by air freight
 - (c) A shipper importing a container of electronics from Asia to Europe using a combination of ocean and rail transport
 - (d) A shipper transporting hazardous materials within a single city
4. How can a shipping company utilize “tramp operations” to maximize its profitability? (CO2, K2)
- (a) By operating on fixed routes with regular schedules
 - (b) By seeking out and accepting cargo from various sources on a case-by-case basis
 - (c) By entering into long-term contracts with specific shippers
 - (d) By focusing solely on containerized cargo
5. Justify the use of automated shipment tracking in container handling. (CO3 K2)
- (a) Increases manual errors
 - (b) Speeds up logistics processes and ensures accuracy
 - (c) Reduces efficiency
 - (d) Adds unnecessary costs

6. Why is bonded warehousing necessary for international trade? (CO3, K2)
- (a) It ensures immediate delivery to customers
 - (b) It stores goods without immediate customs clearance
 - (c) It reduces transport costs
 - (d) It eliminates the need for customs duties
7. Which factor most influences transportation pricing in logistics? (CO4, K2)
- (a) Product weight and dimensions
 - (b) Employee satisfaction rates
 - (c) Customer loyalty programs
 - (d) Distribution of product brochures
8. Which of the following represents a challenge for the transportation industry terms of sustainability? (CO4, K2)
- (a) Use of renewable fuels
 - (b) Heavy reliance on fossil fuels
 - (c) Implementation of e-logistics
 - (d) Improved vehicle efficiency
9. A logistics manager needs to ship perishable goods internationally. Which cargo transport mode is most suitable? (CO5, K1)
- (a) Rail
 - (b) Sea
 - (c) Air
 - (d) Road

10. A logistics firm wants to expand its cargo airline network. What should be the primary focus when selecting new routes? (CO5, K1)
- (a) Passenger demand
 - (b) Trade volume and airport facilities
 - (c) Weather conditions
 - (d) Number of existing competitors

Part B

(5 × 5 = 25)

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

11. (a) What is 3PL (Third-Party Logistics)? Explain its role in international logistics. (CO1, K2)

Or

- (b) How does 4PL (Fourth-Party Logistics) differ from 3PL? (CO1, K2)

12. (a) Explain the difference between Liner and Tramp operations in shipping. (CO2, K2)

Or

- (b) Analyze the advantages and disadvantages of the Multi-modal Transport system (MTD) compared to traditional single-mode transportation. (CO2, K4)

13. (a) Differentiate between House Bill of Lading (HBL) and Master Bill of Lading (MBL). (CO3, K2)

Or

- (b) Illustrate the steps involved in booking a container and issuing a plot letter. (CO3, K2)

14. (a) What is Just-In-Time (JIT) inventory management? Briefly explain its core principles. (CO4, K5)

Or

- (b) Explain the concept of “Direct Product Profitability.” How can companies use this information to improve their logistics and transportation strategies (CO4, K4)

15. (a) What are the primary functions of the International Air Transport Association (IATA)? (CO5, K3)

Or

- (b) Critically analyze the impact of e-commerce on the demand for air cargo services. (CO5, K3)

Part C (5 × 8 = 40)

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

16. (a) Explain the importance and relevance of logistics to global marketing management. (CO1, K4)

Or

- (b) Discuss the role of strategic logistics in achieving business success. (CO1, K2)

17. (a) Define “Transportation Logistics Service Providers” and outline their key functions. (CO2, K2)

Or

- (b) Propose a new business model for a shipping company that integrates technology and sustainable practices to improve its competitiveness in the global market. (CO2, K2)

18. (a) Analyze the impact of demurrage charges on logistics operations and overall supply chain efficiency. (CO3, K4)

Or

- (b) Illustrate the types of containers used in international shipping and their specific uses. (CO3, K2)

19. (a) Discuss the environmental impact of the transportation industry and propose strategies to reduce its carbon footprint. (CO4, K5)

Or

- (b) Evaluate the effectiveness of government policies in promoting sustainable transportation and suggest improvements. (CO4, K5)

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

Or

- (b) Propose a comprehensive strategy to improve the efficiency and sustainability of international air cargo transport. (CO5, K3)

R5047

Sub. Code

652503

M.B.A. DEGREE EXAMINATION, APRIL – 2026

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 type questions by choosing the correct option.

1. Which project management approach focuses specifically on “Buffer Management”? (CO1, K1)
 - (a) PRINCE2
 - (b) Traditional
 - (c) Critical Chain
 - (d) Process approach

2. In the project life cycle, the stage involving the “Drafting of Project Report” is: (CO1, K2)
 - (a) Project Selection
 - (b) Project Design
 - (c) Project Execution
 - (d) Project Termination

3. The “Little & Mirrlees” approach is primarily used for which type of appraisal? (CO2, K1)
- (a) Technical Analysis
 - (b) Social Cost-Benefit Analysis
 - (c) Market Analysis
 - (d) Managerial Analysis
4. What does “Shadow Cost” represent in overseas project appraisal? (CO2, K2)
- (a) Actual market price
 - (b) Hidden taxes
 - (c) Economic opportunity cost
 - (d) Marketing expenses
5. Projects where a contractor handles every detail for a foreign client are known as: (CO3, K1)
- (a) Consultancy Exports
 - (b) Turnkey Projects
 - (c) Subcontracting
 - (d) Licensing
6. Which activity involves the systematic search for international project opportunities? (CO3, K2)
- (a) Scouting
 - (b) Screening
 - (c) Crashing
 - (d) Reviewing

7. In a PERT network, the “Critical Path” is defined as the path with: (CO4, K1)
- (a) Maximum slack
 - (b) Minimum duration
 - (c) Zero slack
 - (d) Most activities
8. Which tool is used to decompose a project into smaller, manageable work packages? (CO4, K2)
- (a) PERT
 - (b) CPM
 - (c) WBS
 - (d) EVA
9. The “ROT” model in international projects stands for: (CO5, K1)
- (a) Build-Own-Transfer
 - (b) Build-Operate-Transfer
 - (c) Buy-Open-Trade
 - (d) Business-Order-Transfer
10. Sensitivity analysis is a technique used primarily for: (CO5, K2)
- (a) Pricing terms
 - (b) Risk analysis
 - (c) Tendering
 - (d) Joint bidding

Part B

(5 × 5 = 25)

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

11. (a) Illustrate the different stages of the Project Life Cycle by applying them to the setup of a new manufacturing unit in a foreign country. (CO1, K3)

Or

- (b) As a Project Manager, demonstrate how you would utilize specific interpersonal and technical skills to resolve a conflict between local subcontractors and international investors. (CO1, K3)

12. (a) Analyse the relationship between social value creation and capital investment by examining the Social Return on Investment (SROI) for a foreign infrastructure project. (CO2, K4)

Or

- (b) Evaluate the contents and purpose of a Feasibility Report for an international venture. (CO2, K5)

13. (a) Analyse the process of Scouting and Screening international projects. (CO3, K4)

Or

- (b) Critically examine the Financing support available for project exports. (CO3, K5)

14. (a) Examine the differences between PERT and CPM in project scheduling. (CO4, K4)

Or

- (b) Justify the use of Resource Levelling techniques when facing time overruns. (CO4, K5)

15. (a) Analyse the impact of Country Risk on international project execution. (CO5, K4)

Or

- (b) Propose an Integrated Project Management System for a new overseas plant. (CO5, K6)

Part C (5 × 8 = 40)

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

16. (a) Formulate a detailed Project Report for an overseas mining project, highlighting its essential components. (CO1, K6)

Or

- (b) Analyse the PRINCE2 approach and its suitability for international project management. (CO1, K4)

17. (a) Critically evaluate the UNIDO approach versus the Little & Mirrlees approach for project appraisal. (CO2, K5)

Or

- (b) Develop a Financial Analysis framework for an overseas project including Abandonment Value. (CO2, K6)

18. (a) Analyse the strategic importance of Ownership and Operational agreements in project exports. (CO3, K4)

Or

- (b) Evaluate the challenges of Marketing Projects Overseas, specifically for Turnkey projects. (CO3, K5)

19. (a) Construct a Network Diagram and identify the Critical Path for a multi-stage project. (CO4, K6)

Or

- (b) Evaluate the effectiveness of Earned Value Analysis (EVA) in controlling project costs. (CO4, K5)

20. (a) Critique the use of the Adjusted Present Value (APV) method in international project appraisal. (CO5, K5)

Or

- (b) Develop a Risk Handling and Hedging strategy to mitigate political risk in a foreign project. (CO5, K6)
