

Vragen internationaal zakenwezen 1e zit 2018

1. Home-base augmenting sites

- A) Kennis die terugflowt naar home-lab
- B)
- C)
- D)

2. Home-base exploiting sites

- A) Kennis vanuit home land en aanpassen naar locale markt
- B)
- C)
- D)

Uitleg vraag 1 en 2: Home-base exploiting sites. You can compare this with our lecture. Students know nothing, the prof knows everything and we learn from him. The moment we start communicating, the prof might learn something from us. That is the moment we change to home-base augmenting sites.

3. What is the best location for an Home-base exploiting site?

- A) location advantages...
- B) Close to the key target and own foreign manufacturing sites → juist, yes
- C) ...
- D) ...

4. Welke is geen 3C

- A) Country (McDonalds die de smaken aanpast per land)
- B) Customer based strategy (UCG)
- C) Competitor based strategy (Jupiler en Buval)
- D) Corporate strategy (hospitals)

5. Wat is belangrijk om zaken te doen in China?

- A) Er zijn 5 time zones.
- B) Je kunt geen zaken doen zonder bribes
- C) Opbouwen van een goede relatie is belangrijk.
- D) Alcohol is wettelijk verboden

6. Green pan is een voorbeeld van:

- A) Centralized exporter
- B) International coordinator → Productie gaat door 2 landen, dus deze? Klopt
- C) Multicentred MNE
- D) International projector

7. Why stays Desotec's factory in Roeselare?

- A) Low need to be close to coal because of reactivation carbon

- B) Dicht bij hun klanten blijven → Deze is juist? Denk ik ook => deze is juist! => solution-driven company = does everything to be near its customers = **juist**
- C)
- D)

8. Subsidiary openen in Congolese mijn is een vorm van:

- A) Natural resource
- B) Strategic resource
- C) Market seeking
- D) Efficiency seeking

9. Axes of the 6 types of factories matrix

- A) Level of distinct FSA's held by the plant, strategic purpose
- B) Level of distinct FSA's held by the plant and knowledge en skills.
- C) Knowledge and skills and low cost efficiency.
- D) Low cost efficiency and market skills.

10. Agfa Image IT is an example of:

- A) Centralized exporter
- B) International coordinator
- C) Multi-centred MNE
- D) International projector

11. 4 risks of MA: welke is fout:

- A) Integration risk
- B) Environmental risk
- C) Target risk
- D) Synergy risk

12. 4 groups of due diligence, which one is not correct?

- A) Contract
- B) Integration
- C) Structure (is dit zeker? Volgens mij wordt structure wel besproken en is contract voor SPA) → denk dat dit wel juist is
- D) Valuation

13. What is blockchain?

- A) Shareholder of Bitcoin
- B) Blockchain kan in de toekomst de Antwerpse en Gentse haven beïnvloeden
- C) Alle transacties zitten in een centrale database
- D) Blockchain kan enkel door banken worden gebruikt

Wat is geen voorbeeld van de Schumpeter's Theory?

- A) Melkboer wordt frigo
- B) Zelfrijdende auto doodt de luxewagen
- C) Blockchain vervangt Vircoin



D) Ipod wordt Iphone

15. United Nations Model means

- A) All subsidiaries have an equal vote
- B)
- C) Subsidiaries are treated in the same manner by the headquarter
- D) The headquarter rather differentiate than homogenize its subsidiaries.

16. Economic exposure

- A) Is the risk of exchange rate fluctuations
- B) Risk of real exchange rate fluctuations relative to competitors → Operating exposure = economic exposure
- C) Potential value reduction → Cursus. Was geen optie
- D)

17. Waarom desotec in Roeselare?

- A) **Easy to manage → Juist**
- B) **Economies of scale (kan ook juist zijn? Centralisatie van waste) no no**
- C)
- D)

18. Beachhead strategy

- A) To see what can be achieved with minimal resource commitments ja deze manneken Als ge dat intikt in google krijgde precies toch iets anders, wat waren de andere mogelijke antwoorden? Stond letterlijk in het boek dit!!
- B) Decide to give the decision making process to the subsidiaries
- C) Thinking about the short term and a lot of revenue
- D)

19. Lensonline waarom moeite voor Franse markt?

- A) Lenzen worden met merk voorgeschreven door dokters: ook juist → juister, letterlijk gezegd in de les
- B) Door exchange rates
- C) Te weinig klanten die lenzen kopen op de markt (=> Hongarije)
- D) Hoge import taxes

20. Lensonline waarom moeite met Australische markt?

- A) Geographic distance
- B) Economic distance
- C) Cultural distance
- D) Administrative distance

21. Hoe groter de afstand?

- A) hoe groter bounded rationality & reliability?
- B) hoe groter bounded reliability
- C) hoe groter bounded rationality
- D) Geen van bovenstaande

22. Which archetype has 'clones'?

- A) International Coordinator
- B) Centralised Exporter
- C) International Projector
- D) Multi MNE

23. Political hostility is an example of:

- A) Administrative distance
- B) Economic distance
- C) Geographic distance
- D) Cultural distance

24. Operating exposure:

- A) Exposure absorption at the input side & exchange rate pass through at the output side
- B) Exposure absorption at the input side & exchange rate pass through at the input side
- C) Exposure absorption at the output side & exchange rate pass through at the output side
- D) Exposure absorption at the output side & exchange rate pass through at the input side

25. KPMG Innovation Technology circle **waar staat dit? Les 1 slide 22**

- A) External analysis yes
- B) Internal analysis
- C) Strategy setting*
- D) Stakeholder analysis

26. Agfa: Stakeholders, current & former employees, healthcare community ...

- A) Stakeholder analysis → denk deze, juist, yes
- B) External analysis
- C) Internal analysis
- D) Strategy setting

27. Porter the industry specific pressure will lead to

- A) More innovation and productivity improvements leading to better international competitiveness. yes
- B) A decrease in international competitiveness.
- C) A decrease in international welfare due to the pressure point.
- D)

28. Which of the following is not characteristic of core competence

- A) Better wages
- B) Not easy to imitate
- C) Perceived benefit for the consumer
- D) Gives access to variety of market

29. Strategy; which one has a high strategic importance and a low resource base

- A) Contributor
- B) Implementer
- C) Strategic leader
- D) Black hole → “This is a rather weak unit in terms of specialized resources, but it is located in a strategically important market” (p.160)

30. According to Lessard and Lightstone, several actions can be undertaken to reduce the impact of economic exposure. Which of the following is not one of these actions?

- A) Having a flexible sourcing structure juist
- B) Eliminating bounded rationality with the senior financial managers yes
- C) Strengthen the firm's capability to engage in exchange rate pass through juist
- D) Shifting production from one country to another quickly and efficiently as a function of exchange rate fluctuations juist

31. DHL uses modern technology in their warehouses

- A) they use augmented reality to make picking more efficient and correct (bril die werk van handscanner overneemt)
- B) they use virtual reality to make picking more efficient and correct
- C) they use augmented reality to replace personnel
- D) they use virtual reality to replace personnel

32. In the case of Agfa, ORBIS Hospital Information Systems (the healthcare IT business selling software to manage hospitals) can be considered a

- A) Centralized exporter
- B) Multi-centred MNE
- C) International projector (omdat het wordt geprojecteerd naar de verschillende landen maar dat er ter plaatse wel aanpassingen gebeuren) goed gedaan!
- D) International coordinator

33. Agfa : Changing production from analogue to digital

- A) internal analysis
- B) external analysis
- C) strategy setting → juister dan juist, al de rest is fout
- D) stakeholder analysis

34. Which MNE archetypes are less effective when economic distance between host and home country is big?

- A) Centralized exporter & international projector → juist? Denk ik ook, zeker juist!
- B) Multi-centred & international coordinator => niet deze? Ik dacht ook deze? Neen economic distance = vb host country is arm maar dat boeit niet want we gaan gwn daar onze cacao plukken want het is daar het goedkoopst. Economic distance is niet werkelijke distance
- C) International projector & international coordinator
- D) Multi-centred & centralized exporter

35. Agfa: they adjusted their net cash position, improved their cash flow, geographic etc..

- A) internal analysis → den dezen (status of the boat)
- B) External analysis
- C) Strategy setting → juist? → welken ist nu, den A toch hé? JA het is A
- D) Stakeholder analysis

36. Opportunism belongs to:

- A) Bounded rationality
- B) Bounded reliability
- C) NLB-FSA's
- D) LB-FSA's

37. Factory with access to low cost production but not at all develops new FSAs?

- A) Offshore
- B) Outpost
- C) Server
- D) Contributor

38. Arnold's initial viewing point of how MNEs decide to move to new countries through distributors

- A) in an unplanned/reactive way
- B) after doing extensive research
- C) ... implementation of management tools
- D) consulted a local brand manager

39. Which archetype is characterized by subsidiary independence?

- A) Multi-centred MNE
- B) International Projector
- C) Centralised Exporter
- D) International Coordinator

40. What is the production of films?

- A) Centralised with economies of scale
- B) Centralised because exchange rates
- C) Decentralised because of geographic reasons
- D) Decentralised