

Roll No. 

Total No. of Pages : 03

Total No. of Questions : 15

**MBA (IB) (2014 to 2017) (Sem.-4)****GLOBAL BUSINESS STRATEGY****Subject Code : MBAIB-401****Paper ID : [A2551]****Time : 3 Hrs.****Max. Marks : 60****INSTRUCTIONS TO CANDIDATES :**

1. **SECTION-A** contains **SIX** questions carrying **FIVE** marks each and students have to attempt **ANY FOUR** questions.
2. **SECTIONS-B** consists of **FOUR** Subsections : Units-I, II, III & IV. Each Subsection contains **TWO** questions each carrying **EIGHT** marks each and student has to attempt **ANY ONE** question from each Subsection.
3. **SECTION-C** is **COMPULSORY** and consists of **ONE** Case Study carrying **EIGHT** marks.

**SECTION-A**

1. List and discuss the main differences between international strategy and global strategy.
2. What is Uppsala Model?
3. Identify a Born Global firm and discuss its internationalization process.
4. What are various business level strategies in global strategy management? How are they different from domestic level business strategies?
5. What are different ways of international diversification? Give examples.
6. Write a short note on competing in technological environment.

**SECTION-B****UNIT-I**

7. Discuss the development of international strategy from stage of Mercantilism. Outline all the theories which have led to present understanding of International strategy.
8. What is globalization? Discuss role of global business strategy while highlighting why some industries are more globalised than others?

## UNIT-II

9. What is the difference between country, industry and competitive environment analysis? Outline methodology and tools which can be used for each of this analysis.
10. In context of International industry environment analysis discuss in detail how IPLC Model help or hinder our understanding of how an industry evolves?

## UNIT-III

11. Discuss different drivers and motives for the strategic alliances? What problems do managers face in selecting the “right” alliance partner in global strategy process? Give examples.
12. Write short notes on following :
  - a. Different routes of foreign market entry
  - b. Global Competitive dynamics and its dimensions.

## UNIT-IV

13. What are some of the challenges of managing across continents? How can companies overcome these challenges?
14. Write short notes on :
  - a. Managing knowledge and change
  - b. Innovations and regional economic development strategies.

## SECTION-C

### 15. CASE STUDY :

Blast Furnace, Inc., (BFI) provides customized development of automated rich-media applications, and scalable solutions that allow media and entertainment companies, as well as enterprises and government organizations, to deploy, manage and distribute video content on IP-based networks. The company was founded in 1997 and went public in 2004; its stock trades on the NASDAQ under the ticker BLST. While providing solutions to a variety of firms and industries in North America, BFI has experienced its fastest growth with the security products that it designs and sells to the U.S. government and U.S. government agencies. This growth is based on its proprietary VUE software, which is a

complete identification solution for capturing, analyzing, and managing multi-biometric information. Proprietary analysis algorithms aggregate and cross-compare multiple biometrics to increase accuracy and lessen dependence on single identification techniques. Additionally, specialized encoding techniques reduce file size and increase analysis and response times. VUE supports a wide range of applications ranging from ID issuance and verification to gated entry screening for border patrol, airports, government buildings, and corporations. Essentially, VUE is able to sift through massive amounts of digitized multimedia files to create a unified ID dossier of an individual and then identify those individuals rapidly anywhere in the data. Such a capability is of great interest to security organizations, particularly since the World Trade Center bombing, because it allows the user to identify suspects within minutes on a real-time basis anywhere digitized media is being created (like that created by the hidden and visible surveillance cameras in airline terminals, banks, ATMs, and other public locations). Once a suspect is entered into the system, the software is capable of scanning all data sources automatically and without stop. For two years, BFI has had this market to itself but now two new entrants, a Belgian start-up and the subsidiary of a Finnish telecom firm, are staking out positions in large non-U. S. markets like Europe and Asia. BFI's management fears that if it limits its efforts to North America, then these aggressive competitors may eventually develop strongholds in other markets from which they can launch successful attacks on BFI's home turf

- a) Should BFI expand its operations outside of North America?
- b) Assume that BFI has chosen international expansion. How quickly should it move? Which activities would you recommend BFI to internationalize first?
- c) How would you evaluate which country or countries BFI should enter first?