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Total No. of Pages : 02

Total No. of Questions : 15

MBA (IB) (2015 to 2017) (Sem.–3)

INTERNATIONAL MANAGEMENT

Subject Code : MBAIB-304

M.Code : 70767

Time : 3 Hrs. **Max. Marks : 60**

INSTRUCTIONS TO CANDIDATES :

1. **SECTION-A contains SIX questions carrying FIVE marks each and students has to attempt any FOUR questions.**
2. **SECTION-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

Write briefly :

1. Why is global business environment essential for an organization to study?
2. What are the primary activities involved in logistics management?
3. How do MNC's manage the diversity in the organization?
4. How are inventories managed in cross border shipment?
5. Discuss the tools used to scan the business environment.
6. What are the soft skills required by the managers in international management?

SECTION-B

UNIT-I

7. Discuss in detail the various dimensions of business environment that an organisation operating at a global level has to consider.
8. Discuss in detail the various theories of international trade.

UNIT-II

9. Explain in detail the various components of global supply chain management.
10. How can an organisation manage its logistics efficiently?

UNIT-III

11. What are the various issues in managing businesses across different cultures?

12. "*Manager's skills in managing cross cultural business are a challenging task*". Comment.

UNIT-IV

13. What are the challenges of expatriation and repatriation?
14. "*International HRM is affected by the culture and regulations of a particular nation*". Comment.

SECTION-C

15. Case Study :

The public sector Indian Oil Corporation (IOC), the major oil refining and marketing company which was also the canalising agency for oil imports and the only Indian company in the Fortune 500, in terms of sales, planned to make a foray in to the foreign market by acquiring a substantial stake in the Balal Oil field in Iran of the Premier Oil. The project was estimated to have recoverable oil reserves of about 11 million tonnes and IOC was supposed to get nearly four million tonnes.

When IOC started talking to the Iranian company for the acquisition in October 1998, oil prices were at rock bottom ($11 per barrel) and most refining companies were closing shop due to falling margins. Indeed, a number of good oil properties in the Middle East were up for sale. Using this opportunity, several developing countries "*made a killing by acquiring oil equities abroad*."

IOC needed Government's permission to invest abroad. Application by Indian company for investing abroad is to be scrutinised by a special committee represented by the Reserve Bank of India and the finance and commerce ministries. By the time the government gave the clearance for the acquisition in December 1999 (i.e., more than a year after the application was made), the prices had bounced back to $24 per barrel. And the Elf of France had virtually took away the deal from under IOC's nose by acquiring the Premier Oil.

The RBI, which gave IOC the approval for $15million investment, took more than a year for clearing the deal because the structure for such investments were not in place, it was reported.

Questions :

1. Discuss internal, domestic and global environments of business revealed by this case.
2. Discuss whether it is the domestic or global environment that hinders the globalisation of Indian business.
3. Even if Elf had not acquired Premier Oil, what would have been the impact of the delay in the clearance on IOC?
4. What would have been the significance of the foreign acquisition to IOC?
5. What are the lessons of this case?

NOTE : Disclosure of Identity by writing Mobile No. or Making of passing request on any page of Answer Sheet will lead to UMC against the Student.