



11040 Introduction to International Management (ST 2013)

Final Exam

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Final Exam

The exam is a one hour exam. A maximum of 60 points can be achieved in the exam. Before you start answering the questions, please consider the following general information:

- (1) Use the concepts and the terminology you have learned in class and from the textbooks.
- (2) When answering essay type questions, make sure that you provide a clear line of reasoning.
- (3) Remember: People have to be able to decipher what you write. So please have a look at your handwriting. If we are not able to read what you have written, you will get 0 points.
- (4) Leave a margin for our comments, so we can give you a more detailed feedback than just the number of points.
- (5) Make sure that you hand in the exercise sheet as well as the exam paper at the end of the exam.
- (6) You are allowed to use a calculator. Please be aware that no other means - especially no dictionaries - are allowed.
- (7) You are expected to solve all three (3) questions!

Good luck!

Question 1: Internationalization Theory (20 Points)

- (a) Please define the term „international management“. What are differences between international management and national management? (4 P)
- (b) Give a short overview over international market entry modes. Name them according to a well-established classification and give one example for each entry mode. (6 P)
- (c) Please explain in detail the Uppsala Model of Firm Internationalization. What are the main elements of this model? Discuss the model and its applicability in business practice critically by making reference to the "Born Global/International New Ventures" approach. (10 P)

Question 2: Coordination (20 Points)

- (a) Please characterize the term "coordination" and highlight the main elements of coordination processes. (4 P)
- (b) Explain the distinction of coordination mechanisms introduced by Khandwalla (1975). Please give two examples for each class of mechanisms. Is it possible to sort organizational culture into this scheme? If yes: Which class would suit best as home for organizational culture? (10 P)
- (c) Please discuss critically how coordinative needs develop over time when companies grow and enhance their international activities. Are there adjustments of the company structure to be made? (6 P)

Question 3: Strategy (20 Points)

You are a manager of the German „Jacke wie Hose AG" (JwH AG) and you are responsible for a project named „Strategy 2014".

- (a) Please define the term "strategy" and name the main elements of the process of strategy formulation. (4 P)
- (b) Explain the concept of the BCG-Matrix in detail. (6 P)
- (c) Table 1 displays subsidiaries of JwH AG. Develop a matrix based on the BCG-Matrix to illustrate the positioning of the country-related situation of the firm. Discuss possible (norm) strategies for each subsidiary critically. (10 P)

	Revenues (EUR m)	market share JwH AG	market share competitor A	market share competitor B	industry growth rate (p.a.)
D: Mannomann Moden GmbH	700	36%	40%	15%	2%
I: Moda Moda, S.R.L.	300	30%	20%	30%	15%
F: Très chic S.A.R.L	200	15%	10%	5%	16%
A: Janker GmbH	500	45%	22.5%	15%	6%

Table 1: Subsidiaries of JwH AG