

OLLSCOIL NA hÉIREANN, GAILLIMH
NATIONAL UNIVERSITY OF IRELAND, GALWAY

SEMESTER II EXAMINATIONS 2004-05

FINAL COMMERCE STUDENTS

MG323 INTERNATIONAL BUSINESS

Professor Jonathan Winterton
Professor Roy Green
Ms. J. Igoe

Time Allowed: Two and Half Hours

-
- Answer any three questions
 - Marks will be awarded for use of relevant practical examples.
 - All questions carry equal marks
-

1. Discuss how the external business environment has changed the nature and configuration of the multinational enterprise (MNE) as we know it today. Use examples to support your answer.
2. *'In order to be successful, MNEs need to create strategies that are regional not worldwide in focus and they need to be responsive to local consumers as opposed to being global in nature and uniform throughout'. (Rugman and Hodgetts, 2003:16)*

Outline the case for and against a regional approach to multinational strategy. What are the implications of a regional approach for strategy formulation within the MNE?

3. "What is Culture? Discuss four elements of culture in detail, highlighting how international managers need to be acutely aware of these elements when operating in different regions of the world.
4. What issues do expatriate managers face when taking up a role overseas? What recommendations would you make to their employers to overcome these issues?

5. Multinational subsidiaries are in the unique position of being able to access local resources and learning in a host country, whilst also have internal network resource availability.

Using frameworks of types of MNEs, discuss the tensions involved when multinational subsidiaries attempt to create key firm specific advantages for the MNE yet try to retain high value activities within the subsidiary.

6. Why do some nations have a competitive advantage and higher economic growth rates? What, according to Michael Porter, is the appropriate role of Government in facilitating such success?