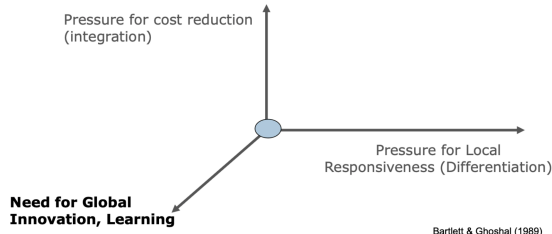


aTo everyone: Do not overcomplicate your presentation, as the questions you'll get will reflect this - and maybe give you even harder questions to answer:)

DAY 1	QUESTIONS
MICHAEL	<ul style="list-style-type: none"> - Explain formal and informal institutions - What cultural clashes can you expect when entering the chinese market - Explain regional integration and the aspects of the different levels - Explain porter's five forces (external factors of a market on a micro level). - Explain Porter's diamond. - We talked about Procter and Gamble in class. Can you explain the development of their organizational structure? - Cultural differences between USA and China (Case) - Please explain [case company's] organizational architecture - Explain what GDP is → in detail. - Case related: Why did they choose country A instead of any other emerging markets, country B. - Describe the I-R framework. - Culture clashes and differences. - What are the pros and cons of globalization? - What are the pros and cons of M&A and Green venturing. - Organizational structure of [case company] - Porter's diamond. Can you relate it to your case or other firms? - Cost of using the market (cost of codification, cost of imitation, cost of reputation and asset specificity) - Question about the case - Why do you think some firms want to localize their production? (IR framework) - Can you explain a bit about inefficiency in monopolies and oligopolies? - Can you explain informal and formal institutions? <ul style="list-style-type: none"> - As a manager how could the above affect your decision? - What is the product lifecycle? - Regional Economic Integration - Custom Union vs Common market - Organizational structure (and architecture) differences between the US and Europe (he wanted me to refer to the 19th century) - (case related and not in the syllabus) - can you think of better ways of measuring/calculating the tendency of globalization than the trade-to-GDP ratio - Can you explain the levels of regional integration. - Can you explain value density and tradability - To case, with focus on China, as a Danish manager can you explain what cultural differences you would be aware of when entering China/conducting business in China. - To case, where does industrial growth fit in PESTEL? - Why did you do a presentation on a industry instead of a case

	<p>(presentation related)</p> <ul style="list-style-type: none"> - Why did you use internalization theory for a industry when it is a firm specific model) (presentation specific question) - Why did you say the shipping industry is not an oligopoly when the 3 largest shipping lines control 50% of the container market? (case and conversation specific) - Explain knickerbocker and give an example
LARISSA	<ul style="list-style-type: none"> - Explain the GLOBE study - what is culture? - Can you explain “New Trade Theory”? - What are possible first mover advantages (in the context of New Trade Theory)? - Why/ how does a country promote inward FDI? - What effect does Globalization have on Stakeholder Theory? - (the co-examiner asked this) - In what instances are M&A preferable over Greenfield acquisitions? - Explain what “transaction cost” is. - How can we measure culture? - Which types of transaction costs are there, how do they emerge? - Which forms of tariffs can a government impose? - Explain the CAGE Framework, how can a company make use of it (case-related)? - Choose two trade theories and compare them - what are opportunity costs - How are cultural differences important for MNEs to consider - Explain integrating Mechanisms and knowledge transfer - Explain how an organization must adopt when moving from the localization strategy to transnational strategy (more complex structure that needs centralization and decentralization, integrating mechanisms - Explain how a firm using the transnational strategy faces the third pressure (pressure for technology and innovation) <p>A third dimension: need for global learning</p>  <p>Bartlett & Ghoshal (1989)</p> <ul style="list-style-type: none"> - Explain why a licensee might learn technological knowhow (market imperfection) - what is trade? <ul style="list-style-type: none"> - And how can the government intervene - What is the difference in trade between a domestic company and a multi international company - Different institutions (informal, formal) - globalization, pros and cons

	<ul style="list-style-type: none"> - differences when moving from international strategy to global standardization strategy - trade barriers, what are arguments for and against - Elaborate on the different types of exchange rates and exposures - Privatization vs. state-owned firms. State-owned firms are bureaucratic and slow. - Integration levels (free market, customs union...) - What legal and political risk are there of entering a country? - Can you give some examples of informal institutions and how they impact businesses? - How can governments political regime impact businesses? - What are some examples of spillover effects? - What happens to a firm when they move from a global standardization strategy to a transnational strategy? (Not just about the increase in local responsiveness) - What are some policies a government can use to help their industries? - Not a question, but Larisa said she really liked that I used examples from companies to explain the different theories. - Explain how formal institutions affect transaction costs (contract law - property rights) - For me, very case related questions: - Can you elaborate on the various transaction costs for using the market and why you believe that they will be far too high in this case. - Where would you place your company on the IR-framework and why? - Can you name the different pressures from local responsiveness? - For a company placed on the IR-framework as in this case, what would an organizational structure typically look like and why? - Can you come with examples of the spillover effects your [case] has given [case country]? - Come with arguments against FDI for [host country]? - What kinds of institutions are there? - Come with an example of a role an institution has played for an international business - Mention different ways/examples of local responsiveness? - What can businesses do to respond to global integration? - How can businesses reduce costs in a domestic market? - Place your case-company in the IR-framework and explain how the strategy affects the organizational architecture - Elaborate transactions costs - Explain how informal and formal institutions affect costs of using the market - Drivers for globalization and pros and cons - What are institutions? - What is the interconnection between institutions, entry modes and transaction costs? (this was co-examiner asking) - Explain Porter's diamond and relate it to your case - How do tariffs affect international trade in a country?
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	<p>Ok so guys I didn't have a presentation because I wanted to have a discussion and I felt confident with the curriculum. But basically Larissa doesn't ask discussion based questions, she definitely asks more term/definition questions, so she wants you to cover all the bases of the curriculum by asking specifics which have either a correct or incorrect answer, with little interpretation. So read up on specifics and don't focus too much on concepts, because your overall UNDERSTANDING of IBE is likely more than sufficient. Read up on the definitions of keywords. Good luck!</p> <ul style="list-style-type: none"> - I also experienced this, even though i had a case. I wasn't able to fully define terms/definitions very sharply, as i thought it was more important to understand the concept than being specific, which was something they didn't like. (ofc i should've been better at explaining myself but i hope you get the point:)
VERA	<p>90% of Veras questions were related to my presentation</p> <ul style="list-style-type: none"> - Pros and cons of joint venture - To analyze the culture in India - To explain the organizational structure of companies pursuing the internationalization strategy (IR-framework) - Why Pandora's first attempt to enter Indian market was a failure - Cage framework - What does the L in OLI paradigm stand for and what factors are important for a firm to consider? <ul style="list-style-type: none"> - Can you explain the cultural differences between Germany and Denmark? (two countries of my case company) - What does the I and R stand for in the IR framework and what do firms use it for? - Pros and cons of FDI - Pros and cons of Franchise - What are critiques of globalisation (follow-up: what are advantages → additional follow-up: how does globalisation affect wages) - Case-related: How could a public-private partnership incentive the government to create favourable conditions for case company - Expand on internalization theory (not-necessarily in relation to case) - How could case company mitigate the risk of tariffs forming - What is value trumping - Explain Hofstede culture dimensions - Explain the differentiation strategy - Regarding the L advantage from the OLI paradigm - why did you choose to focus on Asia? - Regarding weaknesses in the PESTEL-model (at least 7-8 factors) - Regarding weaknesses in the OLI-paradigm (at least 7-8

	<p>factors)</p> <ul style="list-style-type: none"> - Hofstade 6 dimensions (says 5 dimensions in anki) -> Because I said 5 and not 6 - they couldn't take into account with the grade - What is formal and informal (censor) - Can a greenfield investment be a joint venture? - How do you measure economic development?
DAY 2	QUESTIONS
MICHAEL	<ul style="list-style-type: none"> - Please explain the pros and cons of M&A vs greenfield ventures (vaguely in relation to the presented case) - Explain Porter's 5 Forces - Describe the organizational structure in the firm from the case - Please explain the pros and cons of M&A vs greenfield ventures - Describe the organizational structure in the firm from the case - Explain formal and informal institutions and how they affect managers decisions - If case company failed in china what would have been a better market/country to pick and why? - Imagine you are a danish country manager in china, what things would you consider (my case was on jysk in china) - Explain transaction costs - Explain Porter's Five Forces in relation to case company's industry - What - Transaction costs - FDI vs Using the market - Tradability and value density - Example of a firm pursuing a global std. strategy - Is globalization, pros and cons? - Organizational structure of case company - Cultural clashes with case company - Explain protectionism (trade barriers) - Explain a monopoly - Different levels of economic integration - Other considerations when entering a market (case relates) - Explain monetary risks - and how to mitigate them? - Formal and informal institutions? (compare between the west and the east - Asia vs. US) - Procter and gamble - explain the structure in Europe compared to the US in the early years of the firm. - What are the potential cultural barriers when entering Saudi Arabia (case country) - What are the pros/cons of doing M&A and greenfield investments? - What types of costs could there potentially be when entering a foreign market (here i mentioned imitation and reputation costs and related it to my case country) - What does it mean if a country has a radical view on FDI's?
LARISSA	<p>What types of trade theories are there. Take two and expand on</p>

	<p>them.</p> <p>What are the drivers of globalization?</p> <p>Name the different institutions and how they affect International Business?</p> <p>What do you see here (A picture of a global matrix structure)?</p> <p>What are the pros and cons of such a structure?</p> <p>How do these firms deal with the third pressure?</p> <p>What Integrating Mechanism should such a structure adapt?</p> <ul style="list-style-type: none"> • Why is it hard to implement? <p>What control systems should a structure like this use, and what are the pros and cons of this control system?</p> <p>What can a government do to prevent/encourage FDI</p> <p>what is the WTO and how does it influence IB</p> <p>Elaborate on the costs of the market, and how it relates to your case</p> <p>Draw the value chain of your firm (case) and relate it to the overall strategy of the firm.</p> <p>Which organizational structure has your firm (case) adopted and why ?</p> <p>What problems and risks arise from doing business in developing markets and what can a firm do to overcome it?</p> <p>What is culture (and if you were an HR manager in a global firm, how is culture then important to you)</p> <p>What would you consider 🤔 if you were to enter China 🇨🇳 instead of USA 🇺🇸?</p> <p>Name different trade barriers</p> <p>Does cultural controls help knowledge transfer, if yes explain how</p> <p>How can host country and home country benefit from spill-over effects</p> <p>Elaborate on the new trade theory</p> <p>What are some of the advantages of being a late-mover</p> <p>What are some of the advantages of being a first-mover</p> <p>How does integrating mechanism help facilitate knowledge transfer</p> <p>What are other risks that MNE's face in the global market? (Related to case of foreign exchange risk)</p>
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	<p>How and why do governments choose to intervene in trade?</p> <p>Can you describe where “production” in a value chain will take place for a firm pursuing global standardization strategy? (Showed a piece of paper with a value chain drawn)</p> <p>What are the sources of IB advantages?</p> <p>What trade theories do you know/pick two and explain the difference.</p> <p>How does regional integration affect IB?</p> <p>Can you tell me about why Organizational culture is important?</p> <p>What is the difference between greenfield and aquisition?</p> <p>How can international institutions have an effect on MNE's?</p> <p>What would you consider if you were to enter an underdeveloped market instead of a developed market?</p> <p>Related to presentation: explain how transfer of knowledge between units can be ensured/effectivised</p> <p>Government intervention - how?</p>
VERA	<ul style="list-style-type: none"> - What did Ricardo state? - Explain these different trade theories - Explain the OLI-paradigm - what do you use it for? - Explain strategies in the IR framework and give some examples for each strategy - what trade barriers exist when a country trades with a regional economic union - what happens to trade between two countries when there's a currency evaluation/devaluation - What is GDP and how is it calculated - Benefits to a country when receiving FDI - How to measure economic progress in a country - Describe different political risks - What are emerging markets? - How do you calculate GDP/what goes into it - What effect can a country's currency have - What are exchange risks - What factors do you need to take in consideration, when analyzing a country (I used pestle) - Explain the I in the oli paradigm - What kind of institutions are there (formal / informal)? → What do they bring to the company? - How do differences in exchange rate influence a MNE? → appreciation / depreciation - Related to case: Why would Haribo decide on producing in the US rather than Mexico? → take in consideration the

	<p>specific industry</p> <ul style="list-style-type: none"> - What is the HDI and what does it measure? - What is the difference between the comparative advantage and Heckscher-Ohlin theory? - A lot of questions about exchange rates in general! (so read up on those - I presented about Globalization, so mostly in accordance to that) - How MNE's can exploit developing economies when choosing their market - (and if they act unethically) then further how that could affect their brand. - (On Globalization) How does Trump's protectionism initiatives affect if you are a big American business with subsidiaries around the world. - Case-related: Why would Tesla set up manufacturing plant in Germany when the cost of manufacture labor is cheaper in China? - What is important to have in mind in terms of the culture dimensions for American vs German culture - Which exchange rate risk exposures are there for the case company in terms of exporting outside of EU - Please explain comparative advantage trade theory and use an example (drew up a 2x2 with two countries and two items) - Where would you place your case company on IR framework? - What trade theories are there?
DAY 3	QUESTIONS
MICHAEL	<ul style="list-style-type: none"> - Very case-specific: <ul style="list-style-type: none"> - 80% of the population in the (case country) are immigrants, how can Hofstede's theory be helpful in catering for that? - Please describe the Organizational Architecture of (the firm I presented) - If you were the manager of this firm, which cultural differences would you consider? - Please describe the I-R framework and place your firm in it. - What about this firm (another competing firm), which strategy would they pursue and why?
LARISSA	<ul style="list-style-type: none"> - What are the pros and cons of joint venture - What are the drivers of globalization - What do critics say about globalization - Besides different consumer tastes, what are other pressures for local responsiveness - How do you get more innovation - Can you tell something about this: Showed a model with a worldwide area structure - What can a government do to encourage internationalization - Explain knowledge transfer - Why is culture important (when doing FDI) - Explain the regional integrations

	<ul style="list-style-type: none"> - explain how MNEs within the different internationalisation strategies (IR-Framework) hires people
VERA	<ul style="list-style-type: none"> - What are market imperfections? - What could be an example of asymmetric information for a Swedish company when expanding into India. - Explain Indulgence vs Restraint in Hofstede's cultural dimensions. - You talked about org architecture, however can you talk more about org structure - What parts of the supply chain does your FDI have? - What are examples of political risks and how to avoid the as an FDI? - What are different trade theories? <ul style="list-style-type: none"> - After: Can you explain differences of absolute and comparative advantages. - In continuation can you draw an example of comparative advantages (Used 2x2 example with cheese and wine). - How can a company obtain a competitive advantage? - How do rising interest rates affect International businesses? - What should companies consider when entering culturally diverse countries? - Who are the main actors in the global capital markets? - How do currency depreciations affect international businesses? - Where is (case) on the IR Framework? - How does a country attract FDI? - Why not just manage everything from the headquarters? - What are the benefits of FDI for the host country? - Of the different trade theories, which implies unrestricted free trade? - If you were an investor, would you then invest in a domestic company focusing on multiple industries, or in a global country focusing on a single industry? - Can you tell me about regional integration? <ul style="list-style-type: none"> - What about Norway? - Read up on difference between emerging and developing nations in terms of economic systems (emerging economies start implementing a market-based system) - Apply theory from case (Porter's diamond) on another industry - What are different ways a company can attract foreign investment? - What are other things, apart from tax reductions and infrastructure promises, that attract firms to specific countries.

