

Here, you can write in your questions from your exam and help out your fellow IB'ers <3

DAY 1	Questions
Michael	<ul style="list-style-type: none"> <li>- Can you describe globalization for me and some pros and cons.</li> <li>- Difference between vertical and horizontal FDI?</li> <li>- Describe Porter's Five Forces?</li> <li>- What are different types of trade instruments? (co-examiner asked)</li> <li>- How does culture affect the way business is conducted?</li> <li>- When do you use M&amp;A and when is a greenfield investment favorable</li> <li>- Pros and Cons of Regional Integration</li> <li>- What is globalization? Can you mention some pros and cons?</li> <li>- What other types of entry modes could (case company) have chosen? Especially looking at the equity-based ones</li> <li>- What are the differences between strategic and altruistic CSR</li> <li>- Explain Milton Friedman's critique of CSR</li> <li>- What is financial globalization?</li> <li>- What is value density?</li> <li>- What are opportunity costs?</li> <li>- (case related) how would your firm establish themselves and relate to the local environment + what parts of the supply chain would change?</li> <li>- (Case related) you mentioned that your firm was very sustainable, how are they sustainable with their expansion + she asked about wages.</li> <li>- Why does a firm want to be international instead of only operate domestically ( he was referring to a theory i did not know the answer to lol) (Co examiner asked 5/7 of my questions)</li> <li>- what is value density</li> <li>- what are pro arguments for regional economic integration (for your case)</li> <li>- disadvantages of CSR</li> </ul>

	<ul style="list-style-type: none"> <li>- other entry option than greenfield (I talked about franchising)</li> <li>- differences in culture Denmark vs USA</li> <li>- What are the limitations of Knickerbockers theory?</li> <li>- What are transaction costs?</li> <li>- Describe organization culture</li> <li>- What would be the culture clashes of a Chinese firm making a subsidiary in Denmark? (case)</li> <li>- What is competitive advantage? Pros and cons of international vs domestic business</li> <li>- regional integration, mention all levels</li> <li>- What is stakeholder theory?</li> <li>- If Milton Friedman was alive today, what kinds of CSR would he like/dislike the most (I said altruistic CSR and described strategic without saying strategic outright, he spent some time fishing for the word, but it was fine)</li> <li>- (Related to case) If a German manager was to go to Japan, what difficulties would he face?</li> <li>- What are the differences between the case firm's German and Japanese knives (I literally talked about the different manufacturing techniques for 1 minute or 2 and they liked it. I guess they're bored of theory.)</li> <li>- Michael asked all of my questions (he likes knives apparently)</li> <li>- Stakeholder vs. Shareholders</li> <li>- Could you give us an example of an indirect stakeholder and direct stakeholder?</li> <li>- Could you explain the limitations to the Knickerbocker theory?</li> <li>- Can you explain Porter 5 forces (in relation to case)?</li> <li>- What is comparative and absolute advantages</li> <li>- Can you explain what organizational structure you would recommend your firm using (case related)</li> <li>- Why would you argue that your company uses a transnational strategy in the IR framework? (an assumption i made in my case)</li> <li>- Can you explain the competitive advantages of your firm? (case</li> </ul>
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	<p>related)</p> <ul style="list-style-type: none"> <li>- What would you take into consideration when entering India (case related)</li> <li>- Come up with a country that your case firm isn't already operating in and explain why this market would be better than the existing markets</li> <li>- Using the IR-framework where would you place your case firm and why?</li> <li>- Give concrete examples on products and explain how your case firm use local responsiveness with these</li> <li>- Explain the definition of culture and elaborate further by explaining the framework made by Hofstede + explain all terms within this framework</li> <li>- Elaborate further by explaining the cultural differences between Denmark and the US, only using Hofstede's terms</li> <li>- Explain transactional costs in detail</li> <li>- What is the difference between business ethics and CSR? Give examples</li> <li>- What is the difference between an absolute advantage and a comparative advantage?</li> <li>- Would you choose the absolute advantage or the comparative advantage?</li> <li>- What kind of cost is related to the comparative advantage?</li> <li>- What differences in culture is a problem for [Case company] when operating in [foreign market of the case]?</li> <li>- What advantages does an MNE have, which firms only operating domestically lack?</li> <li>- [BE AWARE] Micheal has a lot of knowledge about India, so be very very knowledgeable about the indian market if you do not wish him to disagree with you</li> <li>- Weaknesses in HOFSTEDE's cultural dimensions framework</li> <li>- (Walmart Case): Why did Walmart succeed with M&amp;A, and not greenfield as entry mode?</li> <li>- What are Institutions? And formal and informal institutions</li> </ul>
Bersant	<ul style="list-style-type: none"> <li>- What is hedging?</li> </ul>

- What are the three exchange risks?
- (Case related) What other modes could McDonald's use in DK? (FDI vs Franchising) entry
- Fiscal policies during Covid-19? Short-term (High Purchasing Power), Long-term (High inflation) + pros and cons
- Will a company move into a country with high inflation? What are the challenges and impacts?
- What cost is it when you buy from the market? (transaction)
- You are a Danish business-owner doing business in America, what happens if the USD decreases (both in DK and US operations)?
- Which of the 3 risks is this? ^ (translation risk)
- What are some measures that a government can use to protect it's domestic industries? (Tariff, quotas, restricted+ ownership)
- How does interest rates affect companies? And consumers?
- Porter's generic strategies?



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- What are the effects of free trade?
- Wanted me to refer to CAGE (don't remember going through that) .- framework for cultural distances
- What industries would usually do M&A, and why?
- rectabout something entirely different)
- Explain the product life cycle theory, why industrialized countries end up importing its own innovations
- Explain Knickerbockers theory
- Monetary policy and why countries adopt other currencies
- Explain the theory/model explaining why certain countries have

	<p>national advantages and pursues different industries(porters diamond)</p> <ul style="list-style-type: none"> <li>- stay calm and collected ;-D</li> <li>- Is free trade fair?</li> <li>- What are opportunity costs?</li> </ul>
Larissa	<ul style="list-style-type: none"> <li>- Explain porter's diamond.</li> <li>- Trade theories.</li> <li>- Greenfield investment vs acquisition.</li> <li>-</li> </ul>

<b>DAY 2</b>	<b>Questions</b>
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Michael	<ul style="list-style-type: none"> <li>- What is political risk?</li> <li>- Difference between democracy and authoritarian regime?</li> <li>- What is value density and how does it relate to tradability?</li> <li>- How does Porter's 5 Forces relate to the case? (he wanted examples on all 5)</li> <li>- What difficulties does a Japanese manager face in Germany? (case-related)</li> <li>- How does different transaction costs vary in different market environments (case related)</li> <li>- Explain different legal systems</li> <li>- Explain differences in political regimes</li> <li>- Explain the limitations to PESTEL?</li> <li>- Why Greenfield instead of M&amp;A?</li> <li>- What is GDP? How do you calculate the GDP of a country?</li> <li>- GDP per Capita?</li> <li>- What is CSR?</li> <li>- What type of CSR are there?</li> <li>- What type of CSR would Friedman view as negative?</li> <li>- Explain the competitive advantages of MNE vs domestic firms</li> <li>- What are the disadvantages of being a member of the EU? (Slightly case related)</li> <li>- Explain competitive advantages of MNE vs domestic firms</li> <li>- Culture clashes between US and DK - differences with joint venture or acquisition?</li> <li>- Weaknesses of Knickerbocker's Theory</li> <li>- Formal vs informal institutions (difference and how informal institutions can substitute when formal institutions are weak)</li> <li>- What is the difference between GDP and GDP per capita</li> <li>- What advantages does an MNE have, which firms only operating domestically lack?</li> <li>- Issues when studying culture</li> <li>- Explain contingency theory</li> <li>- Pros/cons of M&amp;A vs. Acquisition</li> <li>- Types of law</li> <li>- How would a firm pursuing the global standardization strategy structure their organization</li> <li>- Explain the contingency theory</li> <li>- What is the difference between an oligopoly and an</li> </ul>
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	<p>oligopsony?</p> <ul style="list-style-type: none"> <li>- Which organizational structure would a firm with high local responsiveness choose?</li> </ul>
Bersant	<ul style="list-style-type: none"> <li>- Co-examiner asked about a framework for productivity within a country (found in the slides somewhere)</li> <li>- First-mover pros/cons</li> <li>- How is this a specific ownership advg when there are other companies with the same advg? (case-related a little confusing)</li> <li>- Asked about location advg. really are applicable in india since they are focused on a western-bias (case-related)</li> <li>- What are some risks of engaging in FDI in many different locations</li> <li>- Porter's diamond - make sure you know what it explains (factors explains nation's conditions, rivalry, demand)</li> <li>- Translation risk (the three exchange rate risks)</li> <li>- Why greenfield? Why not franchising as many other companies normally would chose in this industry (fast food/bakery)</li> <li>- Depreciation of the US dollar and how that would affect the firm</li> <li>- If you were a company doing business, would you prefer a floating or a fixed rated? (good to mention economic union).</li> <li>- Bersant did not talk much. Sensor was good at guiding with facial gestures &amp; mimics as to where my answer should head in order to answer the question.</li> <li>- I talked a lot, didn't have many questions. In answers I briefly name dropped relevant shit and other theories in relation which apparently worked? Don't think it's a good strategy though</li> <li>- <i>"What risks are imposed with outsourcing?"</i> I talked in relation to the case &amp; in global aspects. Sensor spent a lot of time fishing for the right answer (Tariffs &amp; Transaction exposure). When she mentioned the answer I talked more about other aspects of it, which I guess helped i knew something at least</li> <li>- No FDI questions, although I mentioned it in my case. No general "quiz" oriented questions, basically everything was related to my case or global/broad aspects related to the industry or theories relevant to the case</li> <li>- What type of exchange exposure is relevant for companies operating only domestically?</li> </ul>

	<ul style="list-style-type: none"> <li>- What are the transaction costs of using the market?</li> <li>- You have inherited a large amount of money. If you were to invest it, would you rather invest it in a domestic company operating in many industries, or in a MNE operating in only one industry?</li> <li>- What other framework (other than OLI) could you look at in relation to market entry/entry modes? (He meant Knickerbocker theory, which he apparently called a framework)</li> <li>- A lot of questions from the sensor, she guides you, look at her</li> <li>- Geert Hofstede's Five Dimensions of National Culture and limitations</li> <li>- Talk about your company's organizational structure and talk about potential changes when establishing a JV in Vietnam</li> <li>- Explain institutions</li> <li>- Explain trade theories</li> <li>- How would the shareholders of "my case" feel about CSR if "my case" were to explore it further?</li> <li>- Use Heckscher ohlin (trade theory) to explain why production is set up in China (case related)</li> <li>- What are the types of exchange risks? and how do you manage them?(hedging)</li> <li>- What are the disadvantages of free trade for the home countries?</li> <li>- How can the government help create new jobs?</li> <li>- What are diseconomies of scale?</li> <li>- How do high interest rates influence a business?</li> <li>- (case related) who are the losers of the case and why?</li> <li>- What are opportunity costs? When are they relevant?</li> <li>- What does government try to achieve with protectionist trade policies</li> <li>- what happens to consumers when interest rates go down</li> <li>- Explain the IR Framework and apply this to your case company</li> <li>-</li> <li>- Shortly name the different levels of regional integration. Pros and cons. Would you say regional integration is overall good for the world? What happens with increased regional integration and how does this affect trade within the regional union and trade in the rest of the world? (I mentioned trade creation and diversion due to biases towards members in the regional integration unions)</li> <li>-</li> <li>- What does the EU do to prevent / avoid monopolies or monopolistic competition?</li> <li>- Offshoring vs. outsourcing</li> <li>- Explain New Trade Theory - what are the 3 factor endowments of the trade theory?</li> <li>- Asked about IR framework in relation to the case</li> <li>- Disadvantages to being a first mover?</li> <li>- Explain how they (in relation to case) benefited from economies of scale (be confident and clear in your answers, they pulled</li> </ul>
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	<ul style="list-style-type: none"> <li>- me down a grade for not being clear enough)</li> <li>- Asked about liability of foreignness</li> </ul>
Larissa	<ul style="list-style-type: none"> <li>- Government regulations related to my case (Orsted expansion to the USA) - I could mention some recent news which was helpful</li> <li>- A question kind of asking about the 'so what' of knowledge clusters</li> <li>- She drew the IR framework and asked about the different approaches to differentiation in goods between localisation and transnational strategy</li> <li>- Difference strengths of domestic and multinational enterprises</li> <li>- explain knickerbocker's theory (re: my case)</li> <li>- co-examiner asked: do monopolies create inefficiency?</li> <li>- what is meant by being a first mover? what are the pros and cons of being a first mover?</li> <li>- What are the different levels of regional integration?</li> <li>- Hypothetical: co-examiner makes TVs and wishes to find the optimum way to produce them. where should he search for labor, should he do FDI, etc? (wanted me to also refer to imitation costs at the end - why separate R&amp;D and production?)</li> <li>- Explain WTO</li> <li>- Related to above, why do countries choose to be part of WTO?</li> <li>- co-examiner asked: What's the difference between a firm operating domestically and an MNE?</li> <li>- How organizational structure changes when you move from international strategy to transnational strategy</li> <li>- Why is the legal system important when you consider doing FDI? (Property rights)</li> <li>- First mover advantages and disadvantages and second mover advantages and disadvantages</li> <li>- Exchange rates - explain the different types of exchange rates (spot, forward, swap) and exchange rate risks</li> <li>- Why do nations care about trade put this in the context of a trade theory of your choice (i chose porter's diamond, but it's easier to explain it in the context of the theory of comparative</li> </ul>

	<p>advantage)</p> <ul style="list-style-type: none"> <li>- What kind of legal issues might there be doing business in Ghana? (co-examiner)</li> <li>- Stakeholder theory</li> <li>- CSR</li> <li>- What changes in the organizational structure are needed when engaging in a transnational strategy?</li> <li>- What is regional integration and what are the risks when entering a foreign country? (I explained the framework and political, economic and legal risks)</li> <li>- Risks with licensing and franchising (legal risks - property rights)</li> <li>- Explain the comparative advantages theory (remember to mention opportunity costs)</li> <li>- Explain the two key principles of WTO</li> <li>- Explain rerouting and reciprocity</li> <li>- Differences between GF and JV</li> </ul>
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DAY 3	Questions
Michael	<ul style="list-style-type: none"> <li>- Explain the transnational strategy (IR-framework)</li> <li>- What organizational structure would align with the transnational strategy?</li> <li>- Explain ethics and business ethics</li> <li>- Can a business do CSR and not be ethical?</li> <li>- Disadvantages of franchising</li> <li>- Pros and cons acquisitions vs greenfield investment</li> <li>- Absolute advantage vs. comparative advantage</li> </ul>
Bersant	<ul style="list-style-type: none"> <li>- What does the IR-framework contain?</li> <li>- Organizational architecture and Organizational structure. <ul style="list-style-type: none"> <li>- explain the three types (Function, Geography, Customer)</li> </ul> </li> <li>- What is price discrimination and dumping?</li> <li>- (Case related) Why Greenfield and not M&amp;A?</li> <li>- What trade barriers can the government impose?</li> <li>- What are economies of scale?</li> <li>- Censor: What cultural aspect would a danish company take into consideration when outsourcing production to India (software development case) <ul style="list-style-type: none"> <li>- Censor: Name methods and framework to assess cultural differences and cultural distance (Answer: Hoffstede, GLOBE)</li> </ul> </li> <li>- Censor: Name the three theories of trade by Smith, Ricardo and H-O and talk about how they differ from each other (Free trade + Absolute advantage, Comparative advantage, Factor Proportions) <ul style="list-style-type: none"> <li>- Censor: What is an opportunity cost and how does it relate to trade theory</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>- If China's currency appreciates, what impact will that have for Danish companies importing from China – and for danish consumers? <ul style="list-style-type: none"> <li>- What consequences will it have long term?</li> <li>- Censor: What exchange exposure is at play in this situation? Name all three forms of trade exposure ( Transactional, Economic and Translation Exposure, Economic exposure at play)</li> <li>- Explain de-risking and de-coupling</li> <li>- Explain trade creation and trade diversion</li> <li>- Imagine you are the head of a firm operating (production plants) in countries A, B and C. These countries create a RTA, what would you do ?</li> <li>- Monetary policy question (explain how does it work and what a country can do to solve inflation)</li> <li>- IR Framework in relation to the case (Ferrari in China)</li> <li>- Trade creation and trade diversion in relation to levels of integration</li> <li>- Same currency pro and cons in relation to trade (EU as an example)</li> <li>- What the government of Greece did to solve inflation</li> <li>- Define opportunity cost</li> <li>- Explain Knickerbocker's theory</li> <li>- Use Porter's diamond in relation to the case</li> <li>- What is inflation and how does it affect companies?</li> <li>- What is dumping and price discrimination?</li> </ul> </li> </ul>
Larissa	<ul style="list-style-type: none"> <li>- What tools do governments have to protect their local industries / to open up markets? (tariffs / trade unions)</li> <li>- What are the advantages and disadvantages of a government protecting certain local industries?</li> <li>- Why and how do governments act protectionistically?</li> <li>- What risks are there if you outsource production? (it was tied to a specific example where a company's core-competency is advanced technology, and i mentioned keeping R&amp;D and manufacturing separate)</li> <li>- Why could it be important with a high education level if you want to expand production into a new country?</li> <li>- What are benefits of operating internationally?</li> <li>- What risks could there be with doing Greenfield venture?</li> <li>- Was asked to explain IR-framework</li> <li>- How can you share knowledge from the host nation when you're opening an FDI</li> <li>- Explain CSR</li> <li>- What are Hofstede's dimensions</li> <li>- Why is it crucial to take account the ethics when entering a new market</li> <li>- What are verbal and non-verbal forms/norms</li> <li>- Explain regional integration</li> </ul>