
UNIVERSITI SAINS MALAYSIA

First Semester Examination
Academic Session 2009/2010

November 2009

ATW395/ATP393 – International Business
[Perniagaan Antarabangsa]

Duration: 3 hours
[Masa: 3 jam]

[Sila pastikan bahawa kertas peperiksaan ini mengandungi **LAPAN** muka surat yang bercetak sebelum anda memulakan peperiksaan.]

*Please check that this examination paper consists of **EIGHT** pages of printed material before you begin the examination.*

[Arahan: Jawab **LIMA (5)** soalan. Soalan 1 daripada Bahagian A, Soalan 2 daripada Bahagian B dan Soalan 6 daripada Bahagian D adalah **WAJIB**. Pilih dan jawab mana-mana **DUA (2)** soalan daripada Bahagian C.]

[Instructions: Answer **FIVE (5)** questions. Question 1 from Section A, Question 2 from Section B and Question 6 from Section D are **COMPULSORY**. Choose and answer any **TWO (2)** questions from Section C.]

MPULSORY

Soalan 1 / Question 1 (20 marks/marks)

Kajian kes: Sila rujuk kepada kajian kes "Pepsi's Entry into India: A Lesson in Globalization" yang telahpun diedarkan sebelumnya. Jawap kesemua soalan dibawah dengan merujuk kepada kajian kes ini.

Case study: Kindly refer to the case study of "Pepsi's Entry into India: A Lesson in Globalization" which has been distributed earlier. Answer the following questions by referring to the case study.

- (a) Kenapa syarikat seperti Pepsi perlu diglobalisasikan?

Why do companies like Pepsi need to globalise?

- (b) (i) Apakah cara-cara di mana syarikat asing dapat memasuki pasaran antarabangsa?

What are the various ways in which foreign companies can enter an international market?

- (ii) Nama dan terangkan EMPAT daripada cara untuk memasuki pasaran asing. Berikan satu contoh syarikat untuk setiap cara tersebut.

Kindly name and explain in details FOUR of the various ways in entering a foreign market. Give an example of company in each of the way.

- (c) (i) Mengapakah ia penting untuk syarikat multinasional berusaha untuk memajukan ekonomi negara yang mereka sedang beroperasi?

Why it is important for multinational corporations to work towards the improvement of the economy of the countries in which they operate?

- (ii) Apakah TIGA cara dimana ia boleh dilaksanakan. Jelaskan dengan terperinci.

What are THREE various ways in which it can be done. Explain in details.

- (d) (i) Analisis secara kritikal strategi yang digunapakai oleh Pepsi untuk mempromosikan syarikatnya kepada kerajaan India.

Critically analyze the strategy adopted by Pepsi to sell itself to the Indian government.

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Factor terbesar yang bertanggungjawab untuk penerimaan pihak berkuasa adalah kerana projeksi Pepsi yang menggunakan operasinya di India adalah penyelesaian kepada banyak masalah di Punjab? Kenapa/Kenapa tidak?

Do you think that the biggest factor responsible for the acceptance of its proposal by the authorities was Pepsi's projection of its operations as the solution to many Punjab's problems? Why/Why not?

Bahagian B/Section B: WAJIB/COMPULSORY

Soalan 2/Question 2 (20 markah/marks)

Kajian kes pendek: Jawab semua soalan di bawah./
Short Case Study : Answer all of the questions below.

Sejak Coke memasuki era milenium, ia berhadapan dengan beberapa masalah yang signifikan. Jumlah pertumbuhan global semakin berkurangan, keuntungan operasi menurun dan saham pasaran mula berkurangan. Walaupun Coke masih merupakan minuman soda kegemaran di kalangan remaja di banyak negara, pelanggan dewasa pula mula beralih kepada minuman-minuman lain. Coke mula kehilangan pasaran kepada air mineral, minuman sukan, jus buah-buahan dan teh. Disamping itu, pengeluar minuman seperti Cott mula meningkatkan saham pasaran.

Dalam 1999, Coke mengalami masalah dengan beberapa kilang pengeluar di Eropah dan menerima publisiti negatif tentang masalah kualiti. Ia bermula di Belgium apabila Coke menerima laporan tentang minumannya yang mempunyai bau yang kurang enak.

As Coke reached the new millennium, it faced several significant problems. Global volume growth began to slow, operating profits were dropping and market share was beginning to shrink. Although Coke remained the favourite soft drink brand among teenagers in many countries, adult consumers began to shift preferences to other beverages. Coke began to lose ground to bottled water, sport drinks, fruit juices and tea. In addition, private-label bottlers such as Cott, began to increase market share.

In 1999, Coke experiences problems with some of its European production facilities and received negative publicity about the quality problems. It started in Belgium when Coke received reports of foul-tasting products.

- (a) Apakah masalah yang paling signifikan yang dihadapi oleh Coca cola apabila memasuki era millenium?

What are the most significant problems facing Coca-cola as it enters the new millennium?

[10 markah/marks]

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ah yang boelh dilakukan oleh Coca cola untuk ng terkini?

In your opinion, what can Coca-cola do to correct its recent problems?

[10 markah/marks]

Bahagian C: Jawab mana-mana **DUA** soalan. (20 markah)

Section C: Answer any **TWO** questions. (20 marks)

Soalan 3/Question3 (20 markah/marks)

- (a) Syarikat multinasional menerima tekanan untuk menurunkan kos dan lebih bertindak balas kepada kehendak tempatan. Jelaskan dengan lengkap EMPAT pilihan strategik yang syarikat multinasional boleh adaptasikan untuk maju dalam perniagaan global.

MNEs are pressured for cost reductions and local responsiveness. Explain in detail the FOUR strategic choices that MNEs can adapted in order to survive in the global business.

[10 markah/marks]

- (b) Terdapat EMPAT struktur organisasi yang beresuaian dengan empat pilihan strategik yang telah dijelaskan di atas. Bincangkan keempat-empat struktur organisasi tersebut bersama dengan gambarajah yang mudah.

There are FOUR organisational structures that fit appropriately to the FOUR strategic choices mentioned above. Kindly discuss the FOUR organisational structures together with simple figures of each organizational structure. (10 marks)

[10 markah/marks]

- (a) Apakah EMPAT peranan utama seorang ekspatriat? Bincangkan dengan jelas.

What are the FOUR main roles of an expatriate? Discuss them in detail.

[8 markah/marks]

- (b) Terdapat TIGA pendekatan asas dalam pengambilan staf yang dilakukan oleh syarikat multinasional. Huraikan ketiga-tiga pendekatan tersebut.

There are THREE main typical staffing approaches used by MNEs? Explain all three of them.

[6 markah/marks]

- (c) Terdapat beberapa masalah yang akan dihadapi oleh repatriate sekembalinya mereka ke negara asal. Bincangkan dengan teliti masalah yang anda fikir akan dihadapi oleh para repatriate.

There are some problems which repatriates may face when returning to home country. Discuss in detail the problems that you think the repatriates have to go through.

[6 markah/marks]

Soalan 5/Question5

Terdapat EMPAT rangka kerja tindakan strategi utama yang syarikat multinasional boleh ikuti apabila sesuatu yang tidak diingini berlakuk. Oleh itu, syarikat multinasional perlu mengikuti empat rangka kerja tindakan strategi utama sebagai panduan kepada mereka bagimencapai tanggungjawab sosial korporat.

Jelaskan dengan terperinci keempat-empat rangka kerja tindakan strategi utama tersebut dengan memberi contoh /cerita yang syarikat multinasional pernah lalui.

There are FOUR main strategic response frameworks that MNEs can follow when there is something bad or foul happening in the MNEs. MNEs thus need to follow these FOUR main strategic response frameworks as a guide for them in order to come up with corporate social responsibility (CSR) decisions.

Kindly discuss in detail the FOUR main strategic response frameworks together with examples/stories of MNEs that have followed the strategies.

[20 markah/marks]

Soalan 6/Question 6

Sila rujuk kepada peta dunia yang disertakan. Jawapan kepada soalan tertera di bawah haruslah ditandakan di peta dunia ini.

Leraikan peta dunia ini daripada kertas peperiksaan ini dan ikatkan ia bersama kertas jawapan anda.

Kindly refer to the world map provided. Kindly write down the answers of each question below by indicating them on the map

Kindly detach the world map from this exam paper and tie it to the answer sheet/script.

- (a) Negara ini tidak menggalak pelancong luar datang ke negaranya. Salah satu caranya ialah dengan mengenakan visa pelancongan yang tinggi. Tandakan negara tersebut di atas peta.

This country does not want so many foreigners to come over to visit her. One of the ways of doing this is by charging so much to get a tourist visa. Kindly indicate this country on the map.

- (b) Mattel telah membuat kesilapan dengan mempromosikan barang mainan untuk perayaan Krismas selepas 10 Disember pada tahun tersebut. Di negara ini, hadiah Krismas diberikan pada 5 Disember setiap tahun. Tandakan negara ini di atas peta.

Mattel had made a mistake by promoting its Christmas toys after 10th of December since in this country, the Christmas presents giving is held on the 5th December. Kindly indicate this country on the world map.

- (c) Negara ini menghasilkan lebih banyak filem berbanding dengan Hollywood. Tandakan dia tas peta KOTARAYA terbesar di negara ini.

This country is making more movies than the Hollywood. Kindly indicate on the map the BIGGEST city of this country.

- (d) Tandalan dia tas peta dua buah negara yang mempunyai populasi melebihi satu billion dalam setiap negaranya.

Kindly indicate on the map that TWO countries that have a population of more than one billion people in each country.

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nya adalah amat mahal di Malaysia dan juga di negara-negara lain. Sejak satu dekad yang lalu, harga sepasang jeans Levi's telah menjadi lebih berpatutan kepada para pelanggan di Asia Tenggara. Ini disebabkan syarikat Levi's telah membuka sebuah kilang pembuatan jeans di rantau Asia Tenggara. Tandakan di atas peta di mana kilang Levi's ini terletak.

A pair of Levi's jeans used to be so expensive in Malaysia and also in the South East Asia Region. But since the last decade, the price of a pair of Levi's jeans is affordable for the South East Asian customers. The reason is that Levi's Company has opened a factory producing jeans in the South East Asia region. Indicate the country in which the factory is located.

- (f) ZARA dan H&M adalah jenama fesyen dengan harga berpatutan di Eropah. Raoul sekarang sedang berkembang menjadi jenama fesyen yang terkenal di Asia dan mempunyai sebuah cawangan di Queensbay Mall di Penang. Tandakan di atas peta negara mana Raoul berasal.

ZARA and H&M are among the famous affordable fashion brands in Europe. Raoul is now becoming a leading fashion brand in Asia and also has an outlet at the Queensbay Mall in Penang. Kindly indicate from which country that Raoul is originated.

- (g) Negara ini mempromosikan persekitaran tanpa tekanan untuk haiwan-haiwan yang ditanam untuk daging, susu dan hasil tenusu. Contohnya, lembu-lembu jarang dipaksa untuk diperah susunya dan sebaliknya, lembu-lembu di negara ini secara sukarela berjalan ke rumah ladanag apabila lembu-lembu ini menyedari adalah waktu yang tepat untuk diperah susunya. Tandakan negara ini di atas peta yang disediakan.

This country is promoting a stress free environment for the animals raised for meat, milk and poultry products. For examples, cows are seldom pushed to be milked and instead, the cows are willingly walked to the farm when they 'noticed' that it is the right time to be milked. Indicate the country in which the stress free environment for animals is emphasized.

- (h) Pada permulaan perniagaan, syarikat ini tidak mempunyai perniagaan yang bagus kerana ia tidak menjual wine di premisnya yang mana para penduduk di negara ia beroperasi meminum wine seperti meminum air. Tandakan negara tersebut di atas peta.

This company was not making good business because it did not serve wine at its premise whereas the people in the country in which the company is located is drinking wine like water. Indicate the country on the provided world map.

Paris di Timur yang mana para penghibur Arab yang akan negara yang mana kotaraya ini terletak.

This city was known as the Paris in the East where so many famous Arabs entertainers making this city as their base.

- (j) Tandakan negara yang mempunyai rantaian Starbuck yang terbanyak di dunia.

Indicate the country in which has the largest number of Starbucks.

[10 markah/marks]



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