

ORG409 1 International Management

Oppgaver	Oppgavetype	Vurdering
i General information	Dokument	Automatisk poengsum
i Tesla case	Dokument	Automatisk poengsum
1 Question 1	Flervalg	Automatisk poengsum
2 Question 2	Flervalg	Automatisk poengsum
3 Question 3	Flervalg	Automatisk poengsum
4 Question 4	Flervalg	Automatisk poengsum
5 Question 5	Flervalg	Automatisk poengsum
6 Question 6	Flervalg	Automatisk poengsum
7 Question 7	Flervalg	Automatisk poengsum
8 Question 8	Flervalg	Automatisk poengsum
9 Question 9	Flervalg	Automatisk poengsum
10 Question 10	Flervalg	Automatisk poengsum
11 New Question	Skriveoppgave	Manuell poengsum
12 Question 1	Flervalg	Automatisk poengsum
13 Question 2	Flervalg	Automatisk poengsum
14 Question 3	Flervalg	Automatisk poengsum
15 Question 4	Flervalg	Automatisk poengsum
16 Question 5	Flervalg	Automatisk poengsum
17 Question 6	Flervalg	Automatisk poengsum
18 Question 7	Flervalg	Automatisk poengsum

ORG409 1 International Management

Starttidspunkt: 29.09.2015 07:45
Sluttidspunkt: 29.09.2015 10:45

PDF opprettet
Opprettet av
Antall sider

01.02.2016 14:24
Kristina Andersen
17

Oppgaver	Oppgavetype	Vurdering
19 Question 8	Flervalg	Automatisk poengsum
20 Question 9	Flervalg	Automatisk poengsum
21 Question 10	Flervalg	Automatisk poengsum
22 Question 11	Flervalg	Automatisk poengsum
23 Question 12	Flervalg	Automatisk poengsum
24 Question 13	Flervalg	Automatisk poengsum
25 Question 14	Flervalg	Automatisk poengsum
26 Question 15	Flervalg	Automatisk poengsum
27 Question 16	Flervalg	Automatisk poengsum
28 Question 17	Flervalg	Automatisk poengsum
29 Question 18	Flervalg	Automatisk poengsum
30 Question 19	Flervalg	Automatisk poengsum
31 Question 20	Flervalg	Automatisk poengsum

ORG409 1 International Management

Starttidspunkt: 29.09.2015 07:45

Sluttidspunkt: 29.09.2015 10:45

PDF opprettet

Opprettet av

Antall sider

01.02.2016 14:24

Kristina Andersen

17

Part 1 - Tesla case - MCQ



General information

E X A M

Course code: ORG409

Course name: International Management

Date: September 29, 2015

Duration: 3 Hours

Resources allowed:

Closed book examination

Dictionary is allowed

Notes:

Three part exam:

First part - Case + MC questions

Second part - An open question presented

Third part - general MC questions

Each of the exam parts must not take more than one hour! Please plan your time accordingly.

First part - Please pay attention to answer the questions in regard with the case presented here.

Second part - Again, make sure to answer in regard with the case presented.

Third part - General questions. Please do not refer to any the case presented in the previous part.



Tesla case

Part one - TESLA Case + Questions

Tesla was formed in 2003 and went public in 2010. It is an automaker that design, manufacture and sell fully electric vehicles (EVs), headquartered in Palo Alto California.

While the concept of fully-electric vehicles was not new, automakers had struggled to balance design with performance. Furthermore, the batteries used for these vehicles were not optimal, and a single battery charge only offered a short driving distance. However, by partnering with Panasonic, a major Japanese electronics corporation, Tesla was able to develop a lithium-ion

rechargeable battery for EVs, which solved the driving distance issue. In doing so Tesla succeeded in developing technology that other automakers had been pessimistic about. Tesla also formed partnerships with other automakers and component manufactures, such as Daimler and Toyota. This enables Tesla to overcome design and performance issues and to develop fully electric and optimally designed vehicles.

By December 2012, Tesla had established presence in the United States and Europe.

Furthermore, it had also opened up stores and galleries in Japan and Australia.

In the 2000s, Singapore was one of the wealthiest economies in the world. Alongside a high tax policy for conventional fuel-using cars, the Singaporean government pursued a policy of maintaining a green and clean city that included limiting air pollution. Singapore was technologically advanced and offered local expertise in electronics, power and precision engineering. These factors, together with its small size (short average driving distances), compact urban environment, and robust power grid, as well as an information and communications technology infrastructure, made Singapore an ideal location for testing EVs.

The two main benefits of moving to EVs were then the short average driving distance which fitted perfectly with the range of one fully charged battery, and the reduction in the Singaporean preoccupation with cars as a status symbols. The latter was hoped to be an added benefit if EVs could be seen only as functional vehicles with the single purpose of getting from A to B. The move over to EVs would potentially shift consumer focus from the fastest, most powerful cars to the most environmentally friendly ones.

Tesla opened its first store and service center in Singapore in 2010. It hoped to take advantage of the new program the government offered for companies manufacturing EVs and also those that can develop charging-stations. Eventually, Tesla failed to receive the desired additional tax breaks. Furthermore, a new competitor entered the market. These two made Tesla's cars prices much too high. Therefore, despite all of the favorable conditions, Tesla did not sell a single car in Singapore. Tesla also considered entering China. The electric and hybrid automotive industry in China consisted of well-known car manufacturers such as Mercedes-Benz, Hyundai and Toyota, as well as other Asian brands.

China had been suffering from severe air pollution, and the Chinese government had taken a variety of approaches to reduce emissions, like provide financial incentives for EVs purchases. On the other hand, not like in the Singaporean market, in China Tesla did not have much information on the demand conditions. It was thought that Tesla would need to invest in measures to educate local customers. Also, most people in China lived in apartments with limited parking space, which they often shared with others, which means that Chinese customers were going to experience difficulty charging EVs.

Question 1

The main difference between Tesla's partnership with Panasonic and those it made with other automakers can be described as:

They are classified into two different entry mode level

The first (with Panasonic) is categorized as GSP (global strategic partnership), while the others are categorized as Coopetition.

There is no difference - All are categorized as GSPs.

There is no difference - They are all part of Tesla's ethnocentric orientation.

Question 2

Can Tesla be referred to as a global company?

Yes. It has operations in all three main trade blocks.

Yes. It manages to sell as many cars as its biggest competitor

No. It is considered to be too small for it to be called truly global

No since it only approaches niche market

Question 3

Singapore was considered to be a favorable location due to its:

Economic and cultural environments

Economic and technological environments

Economic, cultural and political environments

Economic, technological and political environments.

Question 4

The two benefits for the Singaporeans can be considered from Tesla's point of view as:

- The first as an opportunity and the second as a threat
- The two as Strengths
- The two as weaknesses
- The first as a strength, and the second as an opportunity

Question 5

Tesla's operation in Singapore:

- Do not follow the Uppsala model since it did not start by exporting
- Do not follow the Uppsala model since it started operating in its home market prior to entering Singapore
- Do not follow the Uppsala model since it considered entering China after Singapore
- Do not follow the Uppsala model since it started operating in Singapore right after entering several psychologically-close markets

Question 6

The electric and hybrid car industry, as perceived by Tesla when entering China, can be described as:

Multi-domestic - Known companies as well as smaller less known ones
Global - Only big and well known car producers
Polycentric - adapting to local needs
None of the above

7 OPPGAVE

Question 7

The rationale behind using a wholly owned subsidiary in Singapore is based on:

Lack of potential partners in specific countries
Taxation reasons - the company can benefit from using its revenues this way
A combination of the target country's favorable risk profile and the company's need of high control
Wanting to reduce risk in highly volatile markets

8 OPPGAVE

Question 8

Tesla's tendency to engage in collaborations can be viewed as based on:

Either the RBV (Resource-based View) or the TCA (Transaction Cost Analysis) theory
A combination of RBV (Resource-based View) and DCA (Dynamic Capabilities Approach)
The DCA (Dynamic Capabilities Approach)
The network theory

9 OPPGAVE

Question 9

In comparison to the Singaporean market, the Chinese market can be considered as:

A high potential market
Very risky in terms of the cultural/social environment
Very attractive in terms of demand
Very risky in terms of the political environment

10 OPPGAVE

Question 10

In regard with Porter's Diamond Model, comparing Singapore to China:

Both showed stable competitive advantage base
Both lacked any relevancy to Tesla's competitive advantage
China was considered more attractive due to the opportunities embedded in its environments
Singapore showed a stronger presence of related and supporting industries

Part 2 - Tesla case - open question

11 OPPGAVE

New Question

Based on the case presented here - how would you describe the strategic fit of Tesla's operations in Singapore? Please state if there was / was not a strategic fit and provide relevant arguments to support your claim (up to 250 words)

Fill in your answer here

Part three - General questions - MCQ

12 OPPGAVE

Question 1

The Uppsala model consist of four main factors, which of the alternative below is not included in the model:

- Current activities
- Market knowledge
- Market commitment
- Ownership advantages

13 OPPGAVE

Question 2

Porter's National Competitiveness model consists of:

- Demand conditions; technological development; firm strategy, structure and rivalry; factor condition
- Factor conditions; demand conditions; technological development; firm strategy, structure and rivalry
- Factor conditions; demand conditions; related and supporting industries; firm strategy, structure and rivalry
- Factor conditions; local demand; related and supporting industries; firm strategy, structure and rivalry

Question 3

What kind of companies can operate in a multi-domestic market?

- Local, and Multinational companies
- Only Global and International companies
- Only multidomestic companies
- Local, International and multinational companies

Question 4

Privatization and Nationalization are both examples of conditions within the?

- Political environment
- Economic environment
- Technological environment
- Social/Cultural environment

Question 5

What characterize GSPs (Global Strategic Partnerships)?

- Two or more companies; Independent participants
- One global strategic company, who are independent and has all the control
- Shared benefits and control
- Both a and c

Question 6

Which of the following entry modes are associated with high control and low flexibility?

- Intermediate modes (contractual modes)
- Export modes
- Hierarchical modes (investment modes)
- There are no such entry modes

Question 7

Which are the three parts of The Triad?

- NAFTA, The Middle East and Europe
- EU, NATO and the AU (African Union)
- The USA, OECD and the far East
- NAFTA, Asia and the Far East, and Europe

Question 8

What is the main difference between RBV and DCA?

- While the RBV is defined by the synergy between the company's resources and capabilities, the DCA is emphasizing the company-environment relationship
- RBV focuses on cost leadership while DCA focuses on the company's capabilities
- RBV focuses on the capabilities-environment relationships while DCA focuses on the networking aspect
- None of the above

Question 9

The Standardization-Adaptation dilemma in international marketing strategy means:

How many local people to employ in foreign subsidiaries

The extent to which products and services may be standardized across national boundaries or need to be adapted to meet the requirements of specific national markets

Whether to centralize strategic decisions in head office or to devolve decision-making to subsidiaries

The issues related to globalization and the alleged disadvantaging of developing countries

Question 10

What is the main difference between Political, Economic, and Social / Cultural environments?

The first two are analyzed based on their level of risk and the third is analyzed based on the gap between the home and the host countries

The first two are analyzed using SWOT and the third is analyzed using the Diamond model.

The first two are more critical than the third

All of the above

Question 11

The difference between market-driven economy and centrally determined economy is:

The first is based on supply and the second one on demand

The level of political involvement - in the first the involvement is very low while in the second there is a higher level of political involvement

The first is more common in developed countries while the second is associated with developing countries

None of the above

23 OPPGAVE

Question 12

Ownership risk, Operating risk and Transfer risk are all part of the:

Socio-cultural environment

Economic environment

Technological environment

Political environment

24 OPPGAVE

Question 13

The most basic level of a trade agreements is:

Custom union

Economic union

Free trade area

Political union

Question 14

The five cultural dimensions of Hofstede's theory are:

Ethnocentrism, Uncertainty avoidance, Masculinity, Individualism, Long-term orientation
Uncertainty avoidance, Long-term orientation, Masculinity, Collectivism, Geocentrism
Individualism, Masculinity, Power distance, Collectivism, High context
Long-term orientation, Power distance, Individualism, Masculinity, Uncertainty avoidance

Question 15

In the Integration and Responsiveness matrix, the Economic integration refers to:

The level of globalization of the industry
To what extent the company is socially integrated in the market
To what extent does the company agree with political restrictions
To what extent is the country integrated in the global commerce

Question 16

Franchising is a form of:

contractual entry mode
Export entry mode
Joint venture
Investment entry mode

Question 17

Which of the following alternatives is a proactive motivation for international operations?

- Growth and profit
- Local competition
- Closeness to markets (psychological distance)
- Small home market

Question 18

When it comes to strategic orientations, a Geocentric orientation is:

- “Copy-Paste” of the company’s own beliefs and norms from the home-market to the host-markets
- Based on a mixture of values and norms of different regions (like the Europe region)
- Based on adapting to local needs
- An overall unified strategy regardless of the company’s nationality

Question 19

Hofstede argues that:

- International firms can easily transfer their ways of working from one country to another
- Business does not need to take into account the norms and values of the countries where they operate
- Each country has a single culture
- National culture has a great influence on international businesses

Question 20

The one common principal shared by all the theories introduced in the course (TCA, RBV, DCA, and the network) is:

They all follow the cost-benefit ratio as the main base for decision making

They were all developed and used only within the USA

They all provide a framework for the company's planning and decision making, each according to its core principal

None of the above