

**对外经济贸易大学**  
**2005—2006学年第一学期**  
**《国际企业管理》期末考试试卷（A卷）**  
 课程代码及课序号：MGT301-0

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 班级：\_\_\_\_\_ 课序号：\_\_\_\_\_ 任课教师：\_\_\_\_\_

题号	一	二	三	四	五	六	七	合计
分值								

**一、 True / False Questions (10')**

得分\_\_\_\_\_

1. \_\_\_\_\_ International trade occurs when a firm invests resources in business activities outside its home country.
2. \_\_\_\_\_ Hofstede's individualism versus collectivism dimension focused on how a society deals with the fact that people are unequal in physical and intellectual capabilities.
3. \_\_\_\_\_ According to the strategic trade policy argument, a government should use local content requirements to support promising firms in emerging industries.
4. \_\_\_\_\_ The free market view argues that international production should be distributed among countries according to the theory of competitive advantage.
5. \_\_\_\_\_ Few MNEs, despite their large size and financial strength, have access to the same level of financial resources as host-country firms.
6. \_\_\_\_\_ The stock of FDI refers to the amount of FDI undertaken over a given time period (normally a year).
7. \_\_\_\_\_ Lack of local responsiveness is a distinct disadvantage of both the global and international strategy.
8. \_\_\_\_\_ Global firms have a high level of interdependence, a high level of performance ambiguity, and a high cost of controls.
9. \_\_\_\_\_ Franchising is basically a specialized form of licensing in which the franchisor not only sells intangible property to the franchisee, but also insists that the franchisee agree to abide by strict rules as to how it does business.
10. \_\_\_\_\_ A ethnocentric staffing policy uses host-country nationals to manage foreign subsidiaries and parent-country nationals for the key positions at corporate headquarters.

**二、 Multiple Choice (only one correct answer) (2' ×10=20')**

得分\_\_\_\_\_

1. ( ) 2. ( ) 3. ( ) 4. ( ) 5. ( )
6. ( ) 7. ( ) 8. ( ) 9. ( ) 10. ( )

1. In general, supporters of globalization argue that free trade benefits \_\_\_\_\_ that adhere to a free trade regime.
  - A) all but the largest countries
  - B) all but the smallest countries
  - C) all countries
  - D) all but the countries with the highest wage rates
2. With close to one billion adherents, \_\_\_\_\_ is the second largest of the world's major religions.
  - A) Christianity
  - B) Islam
  - C) Hinduism
  - D) Confucianism
3. Tariffs fall into two categories. These are:
  - A) statutory tariffs and punitive tariffs
  - B) specific tariffs and ad valorem tariffs
  - C) general tariffs and specific tariffs
  - D) fixed tariffs and civil tariffs
4. \_\_\_\_\_ FDI is FDI into an industry abroad that sells the outputs of a firm's domestic production processes.
  - A) Forward horizontal
  - B) Backward vertical
  - C) Forward vertical
  - D) Backward horizontal
5. Which of the following is not one of the four main benefits of FDI for a host country?
  - A) the resource-transfer effect
  - B) the employment effect
  - C) the balance-of-payments effect
  - D) the political stability effect
6. In terms of the organization of a firm, the need for coordination is lowest in \_\_\_\_\_ companies.
  - A) international
  - B) transnational
  - C) global
  - D) multidomestic
7. The distinct disadvantage of the transnational strategy is:
  - A) lack of local responsiveness
  - B) it is difficult to implement due to organizational problems
  - C) failure to exploit experience curve effects
  - D) inability to realize location economies
8. With a product division structure, each division is responsible for a distinct:
  - A) product line
  - B) customer group
  - C) geographic location
  - D) price point
9. High transportation costs, trade barriers, and problems with local marketing agents are all disadvantages of:
  - A) licensing
  - B) turnkey projects
  - C) exporting

D) franchising

10. Four types of allowances are often included in an expatriate's compensation package. These are:

A) travel allowances, emergency allowances, training allowances, and relocation allowances

B) hardship allowances, housing allowances, cost-of-living allowances, and education allowances

C) emergency allowances, leave allowances, training allowances, and cost-of-living allowances

D) housing allowances, leave allowances, cost-of-living allowances, and relocation allowances

**三、Essay Questions (7'×5=35')**

得分 \_\_\_\_

1. Discuss the benefits of FDI to the home (source) country.

2. Explain the advantages of strategic alliances

3. Explain the employment effects of FDI on both the host and the home country.

4. List and discuss the four basic strategy that MNCs can develop.

5. What are the four main advantages of manipulating transfer prices?

**四、 Discussion Questions (10'×2=20')**

得分\_

1. What is the main content of Porter's theory of national competitive advantage?

2. What are Make-or-Buy Decisions? What are the advantages of make versus buy and visa-versa? Are these decisions harder for international opposed to strictly domestic firms? Explain your answer.

### 五、Case Study (15')

得分\_

**Read the following text and answer questions.**

Lenovo Chairman Liu Chuanzhi (L) and IBM vice-president John Joyce sign an agreement in Beijing December 8, under which Lenovo buys IBM's PC unit.

One of the biggest Chinese overseas acquisitions ever at US\$1.25 billion, the deal will be completed with US\$650 million in cash and US\$600 million in Lenovo stock, according to Lenovo sources.

Lenovo will also assume about US\$500 million of net balance sheet liabilities from IBM, which means the total transaction will reach US\$1.75 billion if the IBM debt is added in.

Under an agreement reached yesterday in Beijing after 13 months of negotiations, Lenovo will acquire IBM's entire global desktop and notebook computer business, including research and development and manufacturing. The firm will be entitled to use IBM's brand for five years as well as its global marketing and sales network.

The two computer market players have formed a strategic alliance in PC business worldwide, in which IBM will take 18.9 per cent of the new Lenovo's equity stake, as the second-largest

share-holder, upon completion of the transaction in the second quarter of 2005, with Lenovo taking about 45 per cent.

"The historic moment marks a strategic breakthrough in our efforts to establish our PC business overseas," said Liu Chuanzhi, current chairman of Lenovo Group. "The blending of IBM's penetrable marketing and sales network with Lenovo's high efficiency in product design and manufacturing, as well as good understanding of China's huge potential market, promises a stunning success."

IBM will provide service and financing consulting support to Lenovo, while Lenovo will be the "preferred" supplier of PC products to IBM, enabling IBM to provide its small and medium business clients with a full range of personal computing solutions.

The new Lenovo group will base its PC business' worldwide headquarters in New York, with principal operations in Beijing and Raleigh in North Carolina of the United States, and sales offices throughout the world.

(China Daily)

Question 1: Why do the amount and scale of Chinese enterprises' oversea acquisitions develop greatly recently? (7')

Question 2: What kind of the difficulties will Lenovo face after its acquisition of IBM's PC division? (8')