

## Lecture International Corporate Strategy (WT 2012/2013) - Final Exam

Course No.: 20114; Examiner: Jun.-Prof. Dr. Christopher Schlägel

In the Final Exam to this class, you will have one hour to solve the problems. There are a few pieces of general advice we can offer at this stage:

1. Use the theoretical tools and terminology you have learned in class and from the textbooks.
2. Use the time you have! If you are ready much earlier than we planned you should wonder if you forgot something.
3. Remember: people have to be able to decipher what you write.
4. You are welcome to use a **dictionary**.

Here is the set of problems:

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**Answer only 6 of the 8 questions! (max. 70 points total)**

1. Explain Porter's Diamond model from the corporate social responsibility (CSR) perspective. Use examples to illustrate the impact of CSR on Porter's model.
2. Conduct a SWOT analysis (3 key factors for each part) for a company of your choice and briefly explain the theoretical underpinning of the SWOT analysis.
3. Name and explain the actions that firms use to protect their competitive advantage. Use examples to strengthen your arguments.
4. Using the CAGE framework, assess the relative distance of possible foreign country markets for a small entrepreneurial company of your choice to expand into. Briefly explain the potential disadvantages of expanding internationally.
5. Explain differentiation and cost leadership strategies. You are welcome to use bar charts to underpin your explanation. Name and explain three value drivers and three cost drivers that determine the respective generic strategy. Use practical examples to briefly illustrate the various drivers.
6. Name and explain potential risks and benefits of vertical integration. Name the sources of value creation and costs in vertical integration and diversification strategies and use short examples to explain the sources.
7. Name and briefly explain the pros and cons of different alliances types. Name and briefly explain the three dimensions of alliance management capabilities and how they make alliances work.
8. Name and explain the potential strategies in the integration-responsiveness framework and explain the economic forces that determine which strategy a firm should pursue.

**Good luck!**