



IV Semester M.B.A. Degree Examination, July 2018
(CBCS)

MANAGEMENT

4.7.2 : Internationalisation of SMEs

Time: 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** questions from the following. **Each** question carries **5 marks** : **(5×5=25)**

1. Explain the benefits of internationalization of SMEs.
2. Explain the Network Holistic Approach of Internationalization.
3. Explain the advantages and disadvantages of merger and acquisitions.
4. Write a short note on Turnkey Operations.
5. Explain the challenges faced by SMEs in the International market.
6. Explain the benefits of Joint Venture in the international Market for SMEs.
7. Write a short note on Born-Again Global Approach.

SECTION – B

Answer **any three** questions from the following **each** questions carries **10 marks** : **(3×10=30)**

8. Explain the various forms and modes of internationalization.
9. Explain the various schemes supported by government for promotion of SMEs.
10. Explain the EPRG concept with suitable examples.
11. Explain the steps in internationalization of SMEs and various opportunities for SMEs.



SECTION - C

12. Compulsory Case Study :

(1×15=15)

Mini Case :

AltiTUNES : FROM IMITATION TO CONTINUOUS INNOVATION²⁸

Amy Nye Wolf had completed a backpacking tour across Europe in the mid-1980s when she saw a store selling music at London's Heathrow Airport. Wolf recalled that she was tired of the music she had and was very happy to see it. She purchased some music, and returned to the States excited to have found the store. At that time retail outlets in American airports consisted of food service restaurants and news stands.

It wasn't until 1994, after Wolf had completed college and worked as an investment banker for Merrill Lynch, that she decided to go into business for herself. She never forgot the music store at Heathrow and Wolf founded AltiTunes Partners LP, a chain of music stores with 28 locations. All but one are in airports (one is called Train Tunes and it is located inside Grand Central Station in New York). AltiTUNES' five year mission is to become the leading brand for small format, extraordinary-location, music and electronics retailing with an expanding network of domestic and international locations.

Plans include at least 10 more airport locations. Over the next five years, AltiTUNES will expand to other extraordinary locations such as hospitals, hotels and travel plazas. Its latest innovation is that shoppers can carry a PDA-sized device that lets them scan any CD they pick off the shelf and hear selections of music. The EARport™ is another innovation at AltiTUNES that features a series of interactive listening stations that are programmed to preview music and help customers decide on their music selections. The EARport features individual stations (which are each sponsored by a record label or distributor), as well as a top 100 station. All are equipped with headphones so as not to disturb other customers. Members of AltiTUNES's retail staff match the music they play to the audience, which varies at each specific location and at different times of the date. Amy Nye Wolf's success sprang from an idea she saw while travelling and she found a way to take what somebody else had done and move it to the next level.

Case discussion questions :

- 1) How did Amy Nye Wolf discover her business opportunity ?
- 2) How did she evaluate whether it was a good opportunity or not ?
- 3) What did she copy from the store in Heathrow ?
- 4) What innovations did Wolf add to AltiTUNES to make her idea unique ?
- 5) How do you think Wolf and her staff continue to identify new opportunities for AltiTUNES ?