CONFIDENTIAL
97877563

UNIVERSITI KUALA LUMPUR
BUSINESS SCHOOL

FINAL EXAMINATION
MARCH 2026 SEMESTER

COURSE CODE	:	EEB30803
COURSE TITLE	:	MULTINATIONAL ENTERPRISE AND EMERGING MARKET
PROGRAMME NAME	:	BACHELOR OF BUSINESS ADMINISTRATION (HONS) INTERNATIONAL BUSINESS
DATE	:	23 JUNE 2026
TIME	:	2:00PM - 5:00PM
DURATION	:	3 HOURS

INSTRUCTIONS TO CANDIDATES

1. Please read the instructions given in the question paper CAREFULLY.
2. This question paper is printed on both sides of the paper.
3. This question paper consist of TWO sections.
4. Answer ALL questions for Section A.
5. Section B consist of four questions. Answer THREE (3) questions only.
6. Please write your answer on the answer booklet provided.
7. Please answer all questions in English only.
8. Please answer MCQ/EMQ questions using OMR sheet. ☐ *Tick if applicable*
9. Refer to the attached Formula/ Appendies. ☐ *Tick if applicable*

THERE ARE 4 PAGES OF QUESTIONS INCLUDING THIS PAGE

SECTION A (Total: 40 marks)

Answer ALL questions.

Please use the answer booklet provided.

Question 1

In many countries, governments introduce policies and regulations to protect domestic firms from foreign competition in order to safeguard national industries, employment, and economic stability.

(a) Critically evaluate **FIVE (5)** strategies and policy instruments that governments can use to protect local firms in a globalised economy.

(10 marks)

(b) Assess how foreign multinational enterprises should adapt their market entry and competitive strategies in response to such government protection measures.

(10 marks)

Question 2

As firms pursue growth beyond domestic markets, strategic choices regarding international entry modes become increasingly complex and consequential.

(a) Analyse the strategic considerations that may lead a firm to prefer foreign direct investment (FDI) over other forms of international market entry.

(10 marks)

(b) Evaluate the extent to which foreign direct investment (FDI) contributes to sustaining competitive advantage in the global business environment.

(10 marks)

SECTION B (Total: 60 marks)

Answer THREE (3) questions only.

Please use the answer booklet provided.

Question 1

Selecting an appropriate international market entry mode is a strategic decision that shapes a firm's exposure to risk, degree of control, cost structure, and learning opportunities.
Critically evaluate how differences in **risk**, **control**, **cost**, and **learning** influence a firm's choice of international market entry mode.

(20 marks)

Question 2

A multinational corporation with operations across several regions experiences major disruptions arising from global crises such as pandemics, geopolitical conflicts, and consumer-led boycotts, each affecting different parts of its value chain.
Critically evaluate one major source of disruption (for example, political, operational, or reputational) faced by the firm, and justify the strategic decisions the firm should take to redesign its value chain and protect long-term performance and competitiveness.

(20 marks)

Question 3

In many host countries, governments implement policies and regulations to protect domestic firms and industries from foreign competition.
Assess **FIVE (5)** strategies on how foreign multinational enterprises should adapt their market entry and competitive strategies in response to such government protection measures.

(20 marks)

Question 4

Internationalisation theories offer different explanations of why firms expand abroad and how they derive strategic benefits from foreign operations.

(a) Explain how Hymer's theory and the OLI paradigm interpret firm internationalisation, and assess their limitations in explaining the early international expansion of emerging market multinational corporations (EMNCs).

(4 marks)

(b) Evaluate why the Product Life Cycle (PLC) theory is considered less suitable for explaining EMNC internationalisation patterns.

(4 marks)

(c) Analyse how Internalization Theory explains international expansion as a mechanism for knowledge protection and capability development among EMNCs.

(4 marks)

(d) Assess the relevance of the Springboard perspective in explaining aggressive overseas expansion by EMNCs.

(4 marks)

(e) Evaluate how either the LLL framework *or* Institutional Theory explains the role of learning or institutional influence in EMNC international expansion.

(4 marks)

END OF EXAMINATION PAPER