featherlight

Solutions for understanding global business

International Business and Global Strategy

What is our Featherlight Educator™ Package?

- **Free eBook (144 pages, 20 chapters)**
- **Free answers to 80 review questions**
- **Facebook group (365 examples/apps)**
- **Suggested readings for each chapter**

Please email featherlight@featherlight.net to learn more about our offer. We'll email you the Instructor's Resource including model answers to eighty review, discussion and quiz questions.

Students can answer the questions online on any device and receive instant feedback. Facilitators can sign up to Xorro's Q3 plan for free. You'll be able to use this to ask unlimited questions of your students around Featherlight Package. See www.xorro.com/products/q for details or email inquiries@xorro.com.

Key features:

1. 40 review questions with model answers & instant online feedback
2. 2 quizzes (20 question each) with answers & online feedback
3. View your students' progress through the review questions
4. Discuss "Wordcloud" displays of responses in class
5. Easily access all students' quiz results
6. Use questions and quizzes to run instant class discussions and opinion polls
7. Other advanced functionality & tools to engage your audience

How it works:

- Students pay US$4.95 per person for 6 months of this service
- You sign up for free as a Xorro Facilitator to get all features

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Sample Review Question: What is the liability of foreignness and how does it relate to international business?

Answer: Liability of foreignness is the inherent disadvantage that foreign firms experience in host countries because of their non-native status. Firms operating abroad are initially not entirely familiar with the local culture, customer preferences and ways of doing business (say corruption or regulations) that may differ from their home country. To overcome this liability of foreignness and related additional costs of doing business abroad, multinationals have to have some advantages over local firms. These can include technological and managerial know-how and brands, argued scholars such as Stephen Hymer or Srilata Zaheer.

Student Comments

Interactive, visual and helpful

"The questions were a nice way for us students to be interactive and it lead to good discussions."

"Helpful to see visual aids during the class."

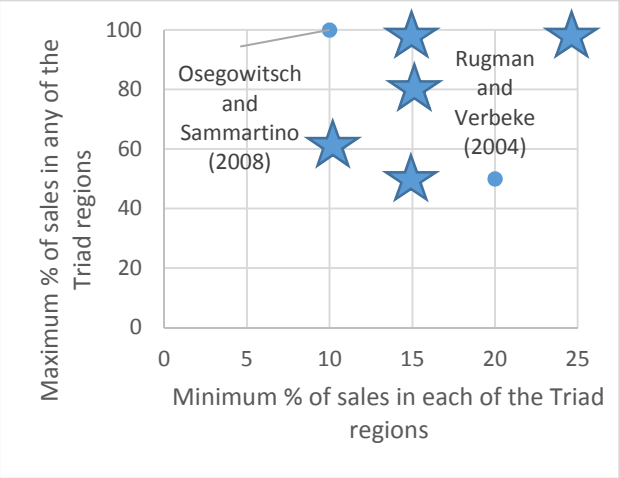
"Case study questions were very helpful as they helped to understand the concepts better."

"The questions relating to specific examples really helped with my understanding of the concepts."

"Good for those who don't want to speak in front of the whole class."

Hotspot Feature

Understanding the concepts



Student answers will appear on screen instantly

Sample Hotspot Question: Rugman & Verbeke (2004) and Osegowitsch & Sammartino (2008) used two different definitions of "global" MNEs. The two key dimensions of the definitions are outlined in the figure above: minimum % of sales in each of the Triad regions and maximum % of sales in any of the Triad regions. Please indicate on the figure above what percentages you would choose for these two dimensions (in order to create your own definition of a global MNE). What is the justification for choosing specific thresholds?

Wordcloud Feature

Facilitating discussions

Wordcloud Display for a Sample Question: What is the liability of foreignness and how does it relate to international business?

Why did Swedish H&M expand in Indonesia?

Swedish apparel retailer H&M, founded in 1947, has recently opened stores in more distant countries such as Romania (pictured), Croatia, Singapore, Malaysia, Mexico and Chile. Some of its new stores were opened via franchise (such as in Morocco, Jordan, Thailand and Indonesia). Which of the firm-level explanations of international business is best suited to explain these moves? Why?

a. Internationalisation process theory
b. Theory of international new ventures
c. Liability of foreignness
d. Global integration
e. Local responsiveness

Suggested answers: a and partly c, d and e. The incorrect answer is b. (Detailed explanation is in the Instructor's Resource.)

Where are Europe's most secret tax havens?

Tax rates are far from being uniform in Europe. One interesting feature is that a number of smaller countries such as Ireland (pictured) have corporate tax rates below 20%. Which of these European countries have corporate tax rates below 20% as well? What are the business implications of this?

a. Albania
b. Bosnia and Hercegovina
c. Cyprus
d. Macedonia
e. Liechtenstein

Sample answer: All of these countries had corporate tax rates below 20%. Albania had a corporate tax rate of 15% in 2015, according to KPMG. Some foreign firms (such as those from nearby Greece) chose to place their operations in this country.

Why did Indian Tata acquire Jaguar from Ford?

Some scholars argue that emerging multinationals and their foreign market entry decisions are better explained with the LLL (linkage, leverage and learning) framework than with the OLI paradigm (ownership, location, internalisation). Which of the three elements of the LLL framework are best suited to explain Indian Tata Motors' acquisition of the iconic British car brand Jaguar Land Rover from US Ford? Or do you think OLI provides a sufficient explanation for the establishment of this wholly owned subsidiary of Tata Motors?

a. Linkage
b. Leverage
c. Learning
d. OLI
e. All of these

Suggested answers: All of these. (Detailed explanation is in the Instructor's Resource.)