<table>
<thead>
<tr>
<th>ARAHAN:</th>
<th>INSTRUCTION:</th>
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</thead>
<tbody>
<tr>
<td>1. Buku soalan ini mengandungi DUA (2) soalan esei pendek dan TIGA (3) soalan esei panjang di dalam EMPAT (4) muka surat bercetak tidak termasuk kulit hadapan.</td>
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<td>2. Anda dikehendaki menjawab SEMUA soalan.</td>
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<td>3. Sila jawab SEMUA soalan di dalam kertas jawapan yang disediakan.</td>
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<tr>
<td>1. This book script contains TWO (2) short essay questions and THREE (3) long essay questions in FOUR(4) Printed pages excluding the cover page.</td>
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<tr>
<td>2. You are required to answer ALL questions.</td>
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<td>3. Answer ALL the questions in the answer sheet provided.</td>
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**NO. MATRIK:** ____________  
**(dengan perkataan)**  
**NO. KAD PENGENALAN:** ____________  
**(dengan angka)**  
**NAMA PENSYARAH:** DR FARIZA HJ HASHIM  
**KUMPULAN:** ____________  
**NOMBOR MEJA:** ____________

**JANGAN BUKA KERTAS SOALAN INI SEHINGGA DIBERI ARAHAN**
Bahagian A: Soalan esei pendek/Short essay questions.


   (5 markah/marks)

   b) Jelaskan **DUA (2)** kepentingan e-dagang.

   *Explain **TWO (2)** major significance of e-commerce.*

   (5 markah/marks)

   c) Bagaimana MNC e-dagang berbeza dari MNC yang lain? Jelaskan **EMPAT (4)** perbezaan utama seperti yang digambarkan di dalam kes Yahoo!

   *How does MNC's e-commerce **different from a common MNC? Explain **FOUR (4)** main differences as depicted in Yahoo! case.*

   (10 markah/marks)

2. a) Jelaskan dengan ringkas **LIMA (5)** halangan bagi syarikat kecil untuk pengantarabangsaan.

   *Briefly explain **FIVE (5)** barriers for small business to carry out internationalization.*

   (10 markah/marks)

   b) Jelaskan dengan ringkas **LIMA (5)** kelebihan syarikat kecil berbanding dengan syarikat besar untuk ke pasaran antarabangsa.

   *Briefly explain **FIVE (5)** advantages that small businesses have over large firms when going international.*

   (10 markah/marks)
Bahagian B: Soalan esei panjang/Long essay question.

1. a) Mengapakah sebahagian besar pakatan strategic gagal? Bincangkan kepentingan unsur PERCAYA dan KOMITMEN untuk memastikan pakatan strategi berjaya?

*Why do most strategic alliances fail? Discuss the importance of **TRUST** and **COMMITMENT** in ensuring the success of a strategic alliance.*

(20 markah/marks)
Leadership in a Korean Company

Fortune's Asia's Businessman of the year is Yun Jong Yong of Samsung Electronics. He was selected for his leadership qualities of a clear vision of the future, skill in leading people, a penchant for risk, and a feel for new technology. A reader of everything from astrophysics to Asian novels, Yun says “I'm often bored with routine work, very curious, and always looking for new ways of thinking and doing”.

What did Yun do? Charged with turning around a company slumping in the Asian crises of the mid-1990s, Yun had Samsung Electronics’ stock up 214 percent with a tenfold increase in revenues between 1997 and 1999.

How did he do it? This leader launched new cutting-edge products such as sophisticated cell phones that compete with Sony and Nokia. He shook up the corporate culture. In a national culture where lifetime employment and the respect for seniority is paramount, Yun cut one-third of the payroll and one-half of the senior managers. He also introduced performance-based pay, a HRM practice common only among the newest Korean companies and used by less than 20 percent of Korean companies overall.

Yun’s leadership rests on his philosophy of the “cycle of change.” First comes chaos to shake up old traditions. Second comes criticism of past success—a tactic designed to eliminate complacency. Third comes building a new corporate value system. Fourth, and finally, comes a return to stability. Yun’s philosophy is based on the notion that a good dose of crisis and chaos will keep Samsung as a agile and resourceful company.

Yun’s leadership clearly benefited Samsung. Under Yun’s leadership, Samsung has emerged as a market leader in chips and other high-end products such as liquid crystal display screens and cell phones. This is a remarkable transformation given that Samsung was just a mass producer of cheap electronics a mere 10 years ago.

2. a) Apakah jenis kepimpinan yang ada pada Yun Jong Yong?
Jelaskan 4 ciri dari jenis kepimpinan yang dinyatakan di atas.

What type of leadership can you label Yun Jong Yong?
Explain 4 characteristics of the leadership type that is mentioned above.

(8 markah /marks)

b) Bincangkan bagaimana ciri-ciri kepimpinan yang dinyatakan di dalam (a) membawa kepada kejayaan Samsung Electronics.

Discuss how the characteristics that are mentioned in (a) lead to the success of Samsung Electronics.

(12 markah /marks)
3. **Scenario 1**

Nestle's structure is a combination of a decentralized organization and seven worldwide strategic business units (SBUs). All non-milk beverages fall into the Beverages SBU, milk products, nutrition and ice cream another, prepared dishes and cooking aids are another. Pet care and pharmaceuticals are made up two other SBUs. At the same time, Nestle divides itself into five major geographical zones - Zone Europe, Zone Americas, Zone Asia and Zone Africa. Bringing these various SBUs and zones together is Nestle's indispensable "expatriate army".

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*Based on the above scenario, describe the best organization structure for Nestle? Why such structure is the most appropriate for Nestle? Why such structure is the most appropriate for Nestle? Give **FOUR (4)** reasons for that.*

(10 markah/marks)