



The CLO Review Material



EP104

Entrepreneurship

SECTION 1: THE BASIC UNDERSTANDING

Terminology

Your Task: Please explain the following terms or phrases.

Feasibility Study	Unique Selling Proposition (USP)	5Cs of Credit Financing
Value Proposition	Business Model Canvas (BMC)	Strategic Management
PESTLE Analysis	Competitive Advantage	Cost Leadership Strategy
Production Chain Analysis	Value of Customization	Customer Retention Strategy
Competitor Analysis	Key Resources	Consumption Chain Analysis
Market Barriers	Cost Structure	Franchising vs. Licensing
Break-Even Analysis	Revenue Streams	Environmental Scanning
Pricing Strategy	Target Market Segment	Porter's Five Forces
Customer Acquisition	Intellectual Capital	Return on Investment (ROI)
Marketing Mix (4Ps)	Operating Expenses	Copreneurs

THE COURSE LEARNING OUTCOMES

Comprehensive Questions

☞ Your Task: Answer all the following question completely.

1. Define the concept of entrepreneurship and explain the core reasons for studying it in modern business education.
2. Identify and describe five distinct personal characteristics and five essential operational skills required to be a competent entrepreneur.
3. What are the key success factors that enable an entrepreneur to build business resilience and avoid common startup failure pitfalls?
4. Explain the fundamental purpose of conducting a feasibility study and describe the three primary sub-feasibility analyses required before business launch.
5. Differentiate clearly between sole proprietorships, partnerships, and corporations as forms of business ownership, highlighting key advantages of each.
6. Compare and contrast franchising and licensing as market expansion strategies, detailing the structural differences and risk exposure of each.
7. Explain the strategic role of market research in identifying customer needs, evaluating pain points, and validating business ideas prior to market entry.
8. Describe the core purpose of a Business Model Canvas (BMC) and list the fundamental building blocks that structure a firm's operational logic.
9. Outline the elements of the 5Cs of credit evaluation (Character, Capacity, Capital, Collateral, Conditions) and their role in securing debt financing.
10. Demonstrate the step-by-step process of strategic management and analyze how an entrepreneur builds a sustainable competitive advantage through market differentiation.
11. Detail the analytical framework of a PESTLE analysis, explaining how each external environmental factor impacts strategic decision-making.
12. Explain the strategic application of Porter's Five Forces model in evaluating industry attractiveness, competitive intensity, and potential market barriers.
13. Describe the strategic connection between a firm's value proposition, customer segments, and customer relationship strategies within an integrated marketing framework.
14. Explain the functional importance of financial projections in a business proposal, detailing the specific roles played by the income statement, balance sheet, and cash flow statement.

15. Analyze the concept of consumption chain analysis and evaluate how mapping the end-to-end customer experience generates opportunities for product feature innovation.

Analytical and Case Study Analyses

Practical Exercises

1. **Feasibility Study & Financial Evaluation:** You are tasked with preparing an initial feasibility study for opening a specialized food and beverage enterprise in Phnom Penh. Construct a structured evaluation outline assessing product/market feasibility, financial capital requirements, and projected return on investment (ROI). Detail the three financial statements required to demonstrate financial viability to potential investors or bank loan officers.
2. **Strategic Marketing Plan & Niche Positioning:** Develop a complete marketing strategy for launching an eco-friendly Cambodian craft brand targeting high-income urban consumers and international tourists. Outline your target market segmentation, construct a 4Ps marketing mix tailored to niche positioning, and design a customer relationship and upselling strategy to drive repeat purchases.

Case-Study Based Questions

SME Digital Transformation & Business Model Adaptation in Siem Reap

A family-owned Cambodian craft and handicraft SME based in Siem Reap produces high-quality, locally sourced silk and wooden products. Historically dependent on foot traffic from international tourism, the business suffered major revenue declines during tourism downturns. To build resilience, the owners decided to pivot toward an e-commerce model, serving direct-to-consumer domestic markets in Phnom Penh and international buyers online. However, the enterprise faces operational hurdles including limited digital payment integration, unoptimized logistics and shipping channels, higher operating expenses for digital marketing, and the need to upskill its existing workforce.

Questions:

1. Identify the core market problem and customer pain points this Cambodian SME is addressing through its digital pivot.
2. Evaluate how the firm's key resources, key activities, and channel strategies must adapt within its Business Model Canvas (BMC) to support cross-border digital sales.



3. Propose a targeted promotional and customer retention strategy to attract and maintain domestic urban buyers while building international brand credibility.

End of Paper



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The CLO Review Material



MK211

Marketing

SECTION 1: THE BASIC UNDERSTANDING

Terminology

Your Task: Please explain the following terms or phrases.

Relationship Marketing	Product Life Cycle	Demographic Segmentation
Marketing Plan	Customer Relationship Management	Mass Communication
Marketing Strategy	Strategic Alliance	Promotional Strategy
Consumer Behavior	Value Proposition	Trade Sales Promotion
Market Positioning	Consumer Buying Decision Process	Loyalty Marketing Program
Competitive Advantage	Distribution Channel	Push vs. Pull Strategy
Market Segment	Sales Revenue	Return on Investment (ROI)
Marketing Research	Marketing Mix (4Ps)	Sales vs. Market Orientation
Niche Market Strategy	SWOT Analysis	Personal Selling
Brand Loyalty	Value-Based Pricing	Sales Promotion

THE COURSE LEARNING OUTCOMES

Comprehensive Questions

☞ Your Task: Answer all the following question completely.

1. What is marketing, and what are the primary rationales and benefits for an organization or business professional to study marketing?
2. Explain the core philosophy of the Marketing Concept and contrast the fundamental operational differences between a sales orientation and a market orientation.
3. Define the concept of an exchange in marketing and outline the key conditions required for an exchange to take place between buyers and sellers.
4. Define a product and differentiate clearly among a product item, a product line, and a product mix using relevant organizational examples.
5. What are the four main categories of consumer products, and how does a convenience product differ from shopping, specialty, and unsought products in terms of buyer effort and distribution?
6. Describe the major bases commonly utilized to segment consumer markets, including demographic, geographic, psychographic, and behavioral segmentation.
7. What is the fundamental difference between mass communication and interpersonal communication within integrated marketing communications?
8. Explain the core objectives of a marketing research study and distinguish between primary data and secondary data collection methods.
9. What is a marketing plan, why is developing one critical for long-term organizational survival, and what are the key components typically contained within a comprehensive marketing plan?
10. Detail the five sequential stages of the consumer decision-making process and evaluate the internal and external factors that influence final consumer purchasing choices.
11. Perform a structural analysis of a SWOT analysis framework. How do internal strengths and weaknesses interact with external opportunities and threats to inform strategic planning?
12. Analyze the strategic roles of each component within the Marketing Mix (The 4Ps) Product, Price, Place, Promotion and explain how they must be integrated to build a coherent value proposition.
13. Contrast the operational mechanics, target audiences, and ultimate objectives of a Push Strategy versus a Pull Strategy within promotional channels.

14. Explain the concept and strategic benefits of achieving a Sustainable Competitive Advantage. How do companies leverage product or service differentiation to protect market share?
15. Define Return on Investment (ROI) in the context of marketing campaigns and explain why evaluating ROI is essential when presenting marketing expenditures in executive financial statements.

Analytical and Case Study Analyses

Analytical Exercises

Exercise 1: Strategic Evaluation of Market Orientations in Cambodian Retail

A traditional family-owned wholesale distributor in Phnom Penh is facing shrinking profit margins due to the rapid expansion of modern retail chains and international supermarket franchises. The management team currently operates with a strict sales-oriented mindset—focusing on heavy discounts, high-volume sales quotas, and aggressive direct selling—without gathering market research or evaluating shifting consumer preferences.

- Analyze the operational flaws of the company's current sales orientation in the evolving Cambodian retail landscape.
- Evaluate how transitioning to a true market-oriented strategy would alter their product sourcing, customer service approach, and relationship management.
- Assess the strategic risks and resource demands the firm will face during this transition.

Exercise 2: Promotional Strategy & Channel Power Analysis

A Cambodian fast-moving consumer goods (FMCG) manufacturer producing local beverage products is struggling to secure shelf space in major convenience store networks (such as 7-Eleven and Circle K) across major urban centers. The sales team relies heavily on trade sales promotions and push strategies to incentivize store managers, but retail adoption remains low.

- Analyze why a pure push strategy may fail to achieve adequate retail channel distribution when consumer brand awareness is low.
- Formulate a hybrid promotional strategy combining push tactics (trade allowances, sales incentives) with pull tactics (consumer sampling, digital campaigns, loyalty programs) tailored to urban Cambodian consumers.
- Determine the financial and operational metrics the manufacturer should monitor to evaluate channel strategy effectiveness.

Practical Exercises

Exercise 1: Market Segmentation and Positioning Framework

An emerging local organic agricultural enterprise in Battambang plans to launch a premium line of packaged organic rice and processed healthy snacks targeted at health-conscious urban households in Phnom Penh and Siem Reap.

- Outline a step-by-step procedure to segment the Cambodian consumer food market using demographic, psychographic, and behavioral segmentation bases.
- Select the most viable target market segment and construct a comprehensive Value Proposition statement for the brand.
- Design an integrated Marketing Mix (4Ps) matrix detailing specific decisions for Product packaging, Value-Based Pricing, Distribution channels, and Promotional tactics.

Exercise 2: Marketing Research & Consumer Decision Diagnostic

A home appliance brand operating in Cambodia is experiencing high website traffic and store visits, but suffers from low conversion rates at the final purchase stage for its energy-efficient washing machines.

- Map out the 5-stage consumer decision-making process for this high-involvement purchase within the Cambodian context.
- Identify the potential bottlenecks occurring between the *Evaluation of Alternatives* stage and the *Purchase Decision* stage.
- Develop a targeted marketing research plan (incorporating both secondary data analysis and primary data collection methods) to pinpoint consumer hesitations and propose concrete promotional remedies (e.g., warranties, point-of-sale displays, financing options).

Case-Study Based Questions

Case Study 1: SME Market Entry & Niche Strategy in the Cambodian Craft Sector

Background: A local Small and Medium Enterprise (SME) based in Siem Reap specializes in hand-woven silk textiles and handcrafted home décor. While domestic demand from traditional ceremonies provides baseline revenue, local market competition from cheaper, mass-produced imported textiles is intense. The founder wants to pivot toward a niche marketing strategy targeting upscale eco-tourists, expatriates, and export markets in Southeast Asia.

- Question 1: Evaluate the viability of a Niche Market Strategy for this Cambodian SME compared to competing in the mass market against low-cost imported alternatives.
- Question 2: How can the enterprise utilize story-driven branding and authentic value proposition design to justify premium pricing and foster brand loyalty among international buyers?
- Question 3: Recommend an optimized distribution and promotional channel mix (combining local boutique partnerships, international shipping logistics, and social media marketing) to capture this niche segment efficiently.

Case Study 2: Digital Transformation and Relationship Marketing in Cambodian Financial Services

Background: A mid-sized Cambodian commercial bank is attempting to increase its market share among young urban professionals and micro-SME owners. While major financial institutions dominate through extensive physical branch networks, this bank plans to leverage digital banking applications, localized sales promotions, and Customer Relationship Management (CRM) tools to build long-term brand loyalty without expanding physical infrastructure.

- Question 1: Analyze how the bank can apply Relationship Marketing and Customer Relationship Management (CRM) principles to transition standard transactional account holders into loyal, long-term clients.
- Question 2: Design a promotional campaign incorporating consumer sales promotions (such as cash-backs, referral premiums, and merchant loyalty partnerships with local coffee shops) to drive digital app adoption among Cambodian youth.
- Question 3: Formulate a SWOT analysis for the bank's digital-first strategy, paying specific attention to Cambodia's regulatory environment, cybersecurity concerns, digital literacy, and competition from established mobile payment networks.

End of Paper



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The CLO Review Material



MN301

Strategic Management

SECTION 1: THE BASIC UNDERSTANDING

Terminology

Your Task: Please explain the following terms or phrases.

Strategic Leadership	Value Innovation	Format Wars
Competitive Advantage	Functional-Level Strategy	Installed Base
Strategy Formulation	Business-Level Strategy	Global Standardization Strategy
Strategy Implementation	Cost Leadership	Transnational Strategy
Emergent Strategy	Differentiation	Horizontal Integration
Business Model	Market Segmentation	Vertical Integration
SWOT Analysis	Niche Strategy	Strategic Alliances
PESTEL Analysis	Fragmented Industry	Strategic Outsourcing
Five Forces Model	Blue Ocean Strategy	Related Diversification
Distinctive Competencies	Switching Costs	Corporate Governance

THE COURSE LEARNING OUTCOMES

Comprehensive Questions

☛ Your Task: Answer all the following question completely.

1. Define strategy and explain the fundamental differences between strategy formulation and strategy implementation.
2. Describe the primary components of a SWOT analysis and how managers use it to evaluate an organization.
3. Identify and explain the five forces in Porter's Five Forces model that shape industry competition and profitability.
4. Differentiate between tangible and intangible resources and explain how distinctive competencies create competitive advantage.
5. Explain the concept of value innovation and how it enables a firm to achieve differentiation while reducing costs.
6. Describe the key differences between a global standardization strategy, a localization strategy, and a transnational strategy.
7. Explain the concept of network effects and how an installed base influences tech adoption during format wars.
8. Define corporate governance and explain its primary mechanisms for aligning stakeholder and managerial interests.
9. Demonstrate the complete strategy-making process using the strategic planning model, detailing the roles of vision, mission, values, and long-term goals.
10. Analyze the relationship between resources, capabilities, and distinctive competencies, explaining how they drive efficiency, quality, innovation, and customer responsiveness to build sustainable competitive advantage.
11. Compare low-cost and differentiation strategies at the business level, detailing the risks of each approach and what it means for a company to become "stuck in the middle".
12. Discuss the strategic dynamics across industry environments, contrasting the strategies utilized in fragmented industries with those in embryonic, growth, and declining industries.
13. Analyze the strategic drivers, benefits, and risks behind horizontal integration, vertical integration, and strategic outsourcing.
14. Evaluate the conditions under which a firm should pursue related diversification versus unrelated diversification, and compare entry modes via internal new ventures, acquisitions, and joint ventures.
15. Explain how organizational structure, control systems, and organizational culture must be aligned to effectively implement strategy both within a single industry and across global operations.

Analytical and Case Study Analyses

Analytical Exercises

Analytical Exercise 1: Evaluating Industry Dynamics and Profitability

- Analyze how microenvironmental shifts (political, economic, social, technological) alter competitive forces within a rapidly evolving market.
- Evaluate how switching costs and high exit barriers influence buyer power and rivalrous behavior within consolidated industries.
- Discuss how the experience curve and economies of scale act as barriers to entry against new market entrants.

Analytical Exercise 2: Strategic Trade-Offs and Positioning

- Examine the trade-offs a company faces when balancing cost reduction with product customization.
- Analyze why first-mover advantages in high-technology industries may fail without a strong installed base or complementary assets.
- Assess the structural and cultural friction that occurs when transitioning from a functional organizational structure to a multidivisional structure.

Practical Exercises

Practical Exercise 1: Strategic Planning and Internal Assessment

- Conduct an internal value chain analysis for a retail business to identify primary and support activities that can yield cost savings or differentiation.
- Formulate a strategic plan matrix incorporating vision, mission, and long-term financial/strategic objectives for a growing firm.
- Design a set of functional-level initiatives targeted specifically at improving customer responsiveness and product quality.

Practical Exercise 2: Market Entry and Competitive Execution

- Formulate a market entry strategy for a business expanding internationally, choosing between licensing, franchising, joint ventures, or wholly-owned subsidiaries based on risk and control factors.
- Create a tactical strategy for a firm competing in a high-tech format war to build market momentum using positive feedback loops.
- Outline a step-by-step risk mitigation framework to manage agency problems and ethical issues during major corporate restructuring.

Case-Study Exercises**Case Study 1: Strategic Adaptation in the Cambodian Retail Sector**

An established local retail chain in Cambodia faces increasing competition from international supermarket brands, shifts in consumer purchasing behavior, and rapid e-commerce adoption.

- Conduct a SWOT and Porter's Five Forces analysis tailored to Cambodia's evolving retail environment to identify immediate threat factors and market opportunities.
- Recommend whether the Cambodian retail chain should pursue a cost leadership, differentiation, or focus strategy to sustain its competitive edge against foreign entrants.
- Outline an implementation roadmap for digital integration (online ordering and logistics) that aligns corporate culture, structure, and control systems to support the new strategic direction.

Case Study 2: Digital Transformation and Supply Chain Resilience in Cambodian Logistics

A mid-sized Cambodian logistics operator faced severe operations disruption during supply chain bottlenecks and market volatility. To remain solvent, the company must execute a digital transformation, update its technology infrastructure, and re-evaluate its service portfolio.

- Identify the primary external macro-environmental challenges and internal operational weaknesses that threaten the logistics company's survival.
- Propose strategic alliances, horizontal integration, or outsourcing initiatives that the company can execute to rebuild supply chain efficiency and market reach.
- Evaluate how leadership can mitigate cognitive biases in decision-making and lead cultural change during corporate digital transformation.

End of Paper



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The CLO Review Material



MN318

International Business and Entrepreneur

SECTION 1: THE BASIC UNDERSTANDING

Terminology

☞ Your Task: Please explain the following terms or phrases.

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|--------------------------------------|-----------------------------------|------------------------------------|
| ▪ International Business | ▪ Entrepreneurial Leadership | ▪ Internal Resource Analysis |
| ▪ Strategic Management | ▪ Biotechnology | ▪ Multicultural Development |
| ▪ International Trade | ▪ European Council | ▪ International trade regulation |
| ▪ International politics | ▪ Expectancy Theory | ▪ Cross-Cultural Leadership |
| ▪ International Strategic Management | ▪ Ethnocentrism | ▪ Host-Country Nationals |
| ▪ E-Business | ▪ Foreign direct investment | ▪ Cultural adaption |
| ▪ Decentralization | ▪ Free Trade Agreement | ▪ Multinational enterprise |
| ▪ WTO | ▪ Corporate Social Responsibility | ▪ Financial Performance |
| ▪ NAFTA | ▪ Internationalization | ▪ Third-Country Nationals |
| ▪ GATT | ▪ Localization | ▪ Macro-Political Risk Analysis |
| ▪ Mixed Economy | ▪ Trade barrier | ▪ Legal and Regulatory Environment |
| ▪ Market Economy | ▪ Multinational Corporations | ▪ Continuous improvement |
| ▪ Charismatic Leader | ▪ Negotiation strategy | ▪ Controlling |
| ▪ Free trade area | ▪ Environmental Scanning | ▪ International financial market |
| ▪ Foreign exchange market | ▪ ASEAN | ▪ Return On Investment |
| ▪ Multi-domestic strategy | ▪ Total Quality Management | |
| | ▪ Corporate Governance | |

▪ Universalism	▪ Strategic Alliance	▪ Eurodollar
▪ Strategic alliances	▪ National Responsiveness	▪ Human Resource Management
▪ Global Area Division	▪ Indirect Control	▪ Joint Venture
▪ Globalization	▪ Franchise	

THE COURSE LEARNING OUTCOMES

Comprehensive Questions

☞ Your Task: Answer all the following question completely.

1. How do the drivers of globalization influence the strategic decisions of multinational enterprises (MNEs)?
2. How can international entrepreneurs identify and evaluate emerging market opportunities using global trend analysis?
3. What strategic considerations must entrepreneurs address when choosing between exporting, licensing, or foreign direct investment as market entry modes?
4. Evaluate the impact of globalization on national sovereignty and cultural identity.
5. What is international strategic management? Explain how the global integration is connected to the context of international management.
6. In what ways does cultural intelligence enhance the success of international entrepreneurial ventures?
7. How does innovation drive competitive advantage for international entrepreneurs in saturated global markets?
8. Evaluate the strategic use of tariffs and subsidies in protecting domestic industries.
9. Explain Organizing Strategy and Production Strategy of one company (real case study of how this company applied these two strategies) that you have read, explored, or conducted research related to this course.
10. Compare the risks and opportunities of doing business in countries with different political systems.

11. Analyze how Hofstede's cultural dimensions can guide cross-cultural management in global teams.
12. Describe Eurocurrency Market and characteristics of Eurodollar.
13. How has globalization affected different world regions? What are some of the benefits and costs of globalization for different sectors of society (companies, workers and communities)
14. What is economic integration? How has NAFTA affected the economies of North America and the EU affected Europe?
15. What is economic integration? How has NAFTA affected the economies of North America and the EU affected Europe?
16. Explain Foreign Direct Investment with details and examples.
17. What are the five basic management skills of managers? The four Management functions? List and define each skill and function.
18. What is international market assessment? Describe its process.
19. Explain the differences between Democracy and Totalitarianism political system.
20. Explain the importance of Managing International Human Resources in response to the efficiency and effectiveness of International Management with details & examples.
21. Explain Total Quality Management, decisions and empower by giving few examples. How can MNC's decisions attack the competition in the world markets.
22. How will advances in technology and telecommunication affect developing countries? Give some specific examples.
23. What is international selection criteria? Identify the general criteria of expatriate selection.
24. Describe the corporate social responsibility (CSR) and ethical obligations with examples.
25. Explain the difference between a centralized and decentralized organization with supporting details and examples.

26. Describe the important characteristics of organizational culture. What is the major problem of MNC's organizational culture? Give examples.
27. What is cross-cultural communication? Identify the difference between downward and upward communication with details and examples. What are the communication barriers?
28. Identify several strategies and techniques or motivational approaches used by organizations to improve employee motivation.
29. Explain the process of Human Resources Management and its key functions with examples.
30. Explain Transformational, Transactional and Charismatic Leadership with example. How does leadership affect the international management effectiveness?
31. How do trade barriers influence the global supply chain decisions of MNEs?
32. How do trade barriers influence the global supply chain decisions of MNEs? What is international entrepreneurship? Give few examples.

End of Paper



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