



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 a integrated Marketing Mix ($\$4\text{Ps}$) 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



MN218

Fundamentals of International Business

SECTION 1: THE BASIC UNDERSTANDING

Terminology

Your Task: Please explain the following terms or phrases.

1. Absolute Advantage	11. Tariff Barriers	21. Spot Rate
2. Comparative Advantage	12. Non-Tariff Barriers	22. Forward Rate
3. Heckscher-Ohlin Theory	13. World Trade Organization (WTO)	23. Currency Swaps
4. Product Life Cycle Theory	14. International Monetary Fund (IMF)	24. Ethnocentric Staffing
5. Mercantilism	15. World Bank	25. Polycentric Staffing
6. Globalization of Markets	16. Free Trade Area	26. Geocentric Staffing
7. Globalization of Production	17. Common Market	27. Licensing & Franchising
8. Multinational Enterprise (MNE)	18. Custom Union	28. Joint Venture
9. Foreign Direct Investment (FDI)	19. Foreign Exchange Market	29. Wholly Owned Subsidiary
10. Free Trade	20. Hofstede's Cultural Dimensions	30. Strategic Alliance

THE COURSE LEARNING OUTCOMES

Comprehensive Questions

☛ Your Task: Answer all the following question completely.

1. Identify and describe the five major characteristics of the international business environment. What core management skills are required for success in this domain?
2. Explain what is meant by globalization of markets versus globalization of production. What primary drivers have accelerated both over the past few decades?
3. What is international strategic management? Explain how the mandate for global integration connects to local responsiveness in international operations.
4. Compare and contrast a multi-domestic strategy with a global area division organizational structure within multinational corporations. Provide concrete operational examples of each.
5. What are the major political, economic, and cultural challenges that multinational corporations face when expanding into emerging global markets?
6. Define international market assessment. Describe its multi-step evaluation process from initial screening to final market selection.
7. Explain the core functions of key global institutions, specifically the World Trade Organization (WTO), the International Monetary Fund (IMF), and the World Bank.
8. How do declining trade barriers and technological advancements (such as telecommunications and containerization) interact to enable global supply chain integration?
9. Compare the theoretical underpinnings and practical market implications of absolute advantage, comparative advantage, and the Heckscher-Ohlin theory of international trade.
10. Define Foreign Direct Investment (FDI). What are the key differences between horizontal FDI, vertical FDI, and greenfield investments versus acquisitions?
11. Differentiate among the primary regional economic integration levels: Free Trade Area, Customs Union, Common Market, Economic Union, and Full Political Union.

12. How do foreign exchange markets facilitate international trade and investment? Explain the fundamental differences between spot rates, forward rates, and currency swaps.
13. Describe the main entry modes available to a firm expanding internationally (e.g., exporting, licensing, franchising, joint ventures, wholly owned subsidiaries), highlighting the trade-offs of each.
14. How does national culture impact workplace values and management practices? Explain using Hofstede's cultural dimensions framework.
15. What ethical dilemmas commonly arise in international business regarding employment practices, environmental regulations, rights, and corruption?

Practical, Analytical and Case Study Questions

1. **Supply Chain Disruption & Structural Adaptation:** An international garment manufacturing firm headquartered in Phnom Penh relies heavily on raw fabric imports from China and exports finished products to Western markets. Analyze how shifts in global trade policies, regional trade agreements (e.g., RCEP, ASEAN Agreements), and logistics bottlenecks impact its cost structure. *Recommend strategic adaptations the firm can make to safeguard its operating margin.*
2. **International Market Entry Assessment Exercise:** You are tasked with leading a market assessment for a Cambodian specialty coffee brand planning to expand into two ASEAN member states (e.g., Vietnam and Singapore). *Construct a comprehensive evaluation matrix covering tariff barriers, cultural coffee consumption habits, logistics infrastructure, and local competitor intensity to justify your recommended entry strategy.*
3. **Global HR & Staffing Strategy Formulation:** A medium-sized Cambodian logistics company is expanding into neighboring Lao PDR and Vietnam. Formulate an international staffing policy evaluating Polycentric, Ethnocentric, and Geocentric approaches. *Design a practical training and compensation plan for expatriate managers and local staff to ensure cross-cultural alignment and retention.*

Case Study: SME Digital Transformation & Internationalization in Cambodia

Context: A local Cambodian craft and agro-processing SME based in Siem Reap produces high-quality organic palm sugar and handcrafted items. Historically reliant on local tourism, the enterprise experienced significant revenue shocks during tourism downturns. The leadership team decided to pivot toward e-business and

direct-to-consumer cross-border export models using digital platforms, targeting markets in Japan, Europe, and North America. However, the business faces bottlenecks in cross-border digital payments, international shipping logistics, compliance with strict foreign product quality standards, and digital marketing capabilities.

Questions:

1. Evaluate the primary trade barriers and operational challenges this Cambodian SME faces when transitioning to an e-business export model.
2. What strategic alliances or local institutional partnerships should the firm establish to overcome its scale limitations and logistics bottlenecks?
3. How can the SME adapt its product positioning and branding to meet international consumer standards while preserving its local heritage?

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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The CLO Review Material



MN430

Logistics and Supply Chain Management

SECTION 1: THE BASIC UNDERSTANDING

Terminology

Your Task: Please explain the following terms or phrases.

Supply Chain Management	Material Management	Physical Distribution
Bullwhip Effect	Total Systems Approach	Value Chain
Strategic Alliance	Value-Offering Point	Activity-Based Costing
Explicit Knowledge	Tacit Knowledge	Operational Learning
Strategic Learning	Push Strategy	Pull Strategy
Blue Ocean Strategy	Strategic Fit	Customer Service Elements
Cash-to-Cash Cycle Time	Economic Order Quantity	Safety Stock
Vendor Managed Inventory	Distribution Resource Planning	Just-In-Time
Radio Frequency Identification	Enterprise Resource Planning	Third-Party Logistics

THE COURSE LEARNING OUTCOMES

Comprehensive Questions

☛ Your Task: Answer all the following question completely.

1. Compare push-based and pull-based supply chain strategies, assessing their suitability under different market conditions and demand predictability levels.
2. Explain the operational mechanics of Vendor Managed Inventory (VMI) and analyze its role in mitigating demand uncertainty across trading partners.
3. Describe the fundamental steps and strategic objectives involved in the Sales and Operations Planning (S&OP) process.
4. Analyze how the total systems approach and boundary-spanning roles transform traditional departmental silos into an integrated supply chain network.
5. Differentiate the strategic focus, primary activities, and key stakeholders among the demand chain, value chain, and supply chain.
6. How do modern organizations align their internal operations (purchasing, manufacturing, and distribution) with external trading partners to create a seamless, market-responsive value chain?
7. Evaluate the trade-offs between carrying excess safety stock and risking stockouts from both financial and customer service perspectives.
8. Detail the structural layout and operational workflows of a modern Warehouse Management System (WMS) within a high-throughput distribution center.
9. Analyze how the total cost of ownership (TCO) framework alters traditional purchasing decisions compared to evaluating purchase price alone.
10. Examine the strategic considerations involved in facility location decisions and explain how central place theory applies to logistics network design.
11. Compare the strategic implications of adopting a Red Ocean versus a Blue Ocean strategy in global supply chain design.
12. Discuss how organizational learning—specifically the transfer of explicit and tacit knowledge—is facilitated or hindered within supply chain strategic alliances.
13. How can supply chain managers effectively balance conflicting operational goals—such as minimizing inventory carrying costs versus avoiding stockouts, or reducing transport costs versus improving delivery speed?

14. Evaluate the legal, ethical, and environmental trade-offs involved in implementing a Green Supply Chain Management strategy in international trade.
15. Explain how the Supply Chain Operations Reference (SCOR) model structures processes and metrics to evaluate end-to-end supply chain performance.

Analytical and Case Study Analyses

Case Study 1: Srey Mom's Grocery Store & Basic Inventory Control

Srey Mom operates a popular neighborhood grocery store in central Phnom Penh. She sells everyday household items, with canned sweetened condensed milk being one of her fastest-selling products. Currently, Srey Mom orders a new batch of condensed milk from a local distributor whenever she notices the shelves looking empty. However, because the distributor takes three days to deliver orders, she frequently runs out of stock during busy weekends, losing sales to nearby competitors. On other occasions, she panics about running out and orders far too many cases, cluttering her small storage room and tying up cash that she needs to pay daily operating expenses. Srey Mom needs a structured, simple way to manage her stock levels so she can avoid running out of inventory without holding excessive stock.

- **Question 1:** Identify the main inventory management issue Srey Mom is facing, and explain the core concept of a **Reorder Point (ROP)** in simple operational terms.
- **Question 2:** If Srey Mom sells an average of 20 cans per day, the supplier lead time is 3 days, and she wants to keep a safety buffer of 10 cans for unexpected demand spikes, at what stock level should she place a new order?
- **Question 3:** Recommend two simple daily inventory practices that a small neighborhood retailer can adopt to keep accurate stock records without using expensive software.

Case Study 2: Fresh Bakery & The Push vs. Pull Supply Chain Strategy

Baking Art is a local bakery in Phnom Penh known for fresh baguettes and customized birthday cakes. The bakery owner previously used a **Push Strategy** for all products: baking 200 baguettes and 15 birthday cakes every morning based purely on last month's daily average sales. By the end of the day, unsold baguettes had to be sold at a deep discount, and unchosen pre-made birthday cakes were frequently thrown away, resulting in high food waste and lost profits. To address this issue, the

owner decided to split the production approach: continuing to produce standard daily items like baguettes using a push approach, while shifting custom birthday cakes entirely to a **Pull Strategy** (baked only after a customer places a confirmed order and chooses their design).

- **Question 1:** Define the key differences between a **Push-based** and a **Pull-based** supply chain strategy using the bakery's operations as an example.
- **Question 2:** Explain why a push strategy works well for fresh baguettes but causes high waste and cost when applied to custom birthday cakes.
- **Question 3:** Identify the concept of the **Decoupling Point** (or Push-Pull Boundary) in this bakery's operation, and explain how pre-making basic cake bases (sponges) while decorating only upon customer order creates an efficient hybrid strategy.

Case Study 3: Phnom Penh Logistics & Agri-SME Supply Chain Transformation

Angkor Harvest Co., a medium-sized agricultural enterprise based in Battambang, processes and distributes premium jasmine rice to domestic supermarkets in Phnom Penh and international buyers through the Sihanoukville Autonomous Port. Currently, the business relies on informal third-party trucking services, experiences severe seasonal demand fluctuations, and manages inventory using manual ledger systems. Due to poor post-harvest handling and inefficient road transport coordination along National Road 5, product degradation and transit delays frequently occur. Furthermore, downstream retailers in Phnom Penh routinely alter order quantities on short notice, causing severe bullwhip effects that lead to either overstocked regional storage hubs or stockouts during peak festival seasons. To scale operations, management is evaluating an upgrade to its logistics strategy, warehouse management practices, and supplier relationships with local farming cooperatives.

- **Question 1:** Analyze the root causes of the bullwhip effect experienced by Angkor Harvest Co. and propose a Collaborative Planning, Forecasting, and Replenishment (CPFR) framework tailored to the Cambodian agricultural market context.
- **Question 2:** Evaluate the strategic trade-offs for Angkor Harvest Co. between acquiring a private fleet/warehouse facility versus outsourcing inbound and outbound logistics to a professional 3PL provider in Cambodia.
- **Question 3:** Recommend appropriate inventory control policies and technology solutions (e.g., low-cost WMS or tracking systems) that an SME in



a developing infrastructure environment can implement to improve lead-time reliability and lower total logistics costs.

End of Paper



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