Educational Objectives

1. To analyze global competitive strategies.
2. To understand the implications of the business, cultural, economic, political, and social environment for doing business internationally.
3. To analyze the challenges and opportunities facing companies in your target country, as well as the more general challenges and opportunities of conducting business in the international context.
4. To develop conclusions and recommendations about future potential strategies of global and local players in your industry.
5. To integrate and apply frameworks, models, tools, and concepts from core classes to real world global settings.
6. To reinforce and deepen the interpretation of learning from the field visits.

Deliverables

1. Three hardcopies of your group project (including your strategic analysis report and your international business insights memo) are due in the MBA.PM Program Office by 6:30PM on April 9.
2. One electronic copy of your group project should be submitted in PDF format with Turnitin by 6:30PM on April 9. Both the strategic analysis report and your international business insights memo should be submitted as one document with the international business insights memo at the end of the document after the strategic analysis report.
3. A fifteen-minute oral presentation will be delivered by your team during the post-trip conference on April 14 (including the highlights of your strategic analysis report and one or two slides at the end summarizing the three lessons from your international business insights memo).
4. Four hardcopies of the slides from your oral presentation are due at 9:00AM on April 14.
5. One electronic copy of your oral presentation should be submitted in PDF format with Turnitin by 9:00AM on April 14.

Description

The major component of the group project is a strategic analysis of your industry or company. A smaller component is a discussion of the most important international business insights you learned from the international field study component of PM.GLOBE.

Strategic Industry or Company Analysis

The rationale for the strategic analysis project is to reinforce the learning that takes place during the country visits. Equally important, the project serves as an opportunity to apply frameworks and conceptual viewpoints learned during Module I of this course as well as other core courses in the MBA.PM program, as it should promote integration and application of material learned in previous classes to understanding an industry or company in your target country. Finally, the project should attempt to develop strategic thinking, particularly in regard to global strategy.

You should select one of the following two options for your strategic analysis project:

Option A: Strategic Industry Analysis

You should prepare an analysis of your industry in your target country. In preparing this analysis, you should consider the role of your target country in terms of competition and global strategy in your industry. You should develop conclusions and recommendations
about opportunities for foreign companies to compete in the industry in your target country and about opportunities for local companies (from your target country) to compete domestically and globally. A set of guidelines regarding the focus of the report and types of analyses to conduct in completing this strategic industry analysis are provided later in this document -- please click here for this information. In discussion with your faculty advisor, you should tailor the guidelines to the specifics of your country and industry.

**Option B: Strategic Company Analysis**

You should identify one or more important strategic problems, challenges, or opportunities facing your company. Then, you should analyze this situation in detail, concluding with a set of conclusions and recommendations for how your company should deal with the problems, challenges, or opportunities. The focus of the report and types of analyses to complete will need to be customized to the specifics of the problems, challenges, or opportunities you are studying. In discussion with your faculty advisor, you should define the focus of the report and types of analyses you will conduct. Additional information about approaching this strategic company analysis is provided later in this document -- please click here for this information.

**International Business Insights Memo**

The rationale for the international business insights memo is to integrate the most important lessons you learned from the international field study component of PM.GLOBE and draw conclusions about the most important insights or take-aways from the experience. At least one of the lessons should include insights regarding ethical issues in doing business in the country or countries you visited. Additional information about this international business insights memo is provided later in this document -- please click here for this information.

**Project Proposal Memo**

The focus and scope of your project should be mapped out in advance in a one to two page project proposal memo to be submitted to your country faculty by February 16. This memo should outline the issues you will address in your report and the methods and approaches you will use for researching and analyzing the issues. Since the project should be tailored to the specific situation and context facing your industry in your target country or your company, it is important that you obtain your faculty advisor’s feedback and agreement on the appropriate focus and scope of your project. The project proposal memo serves as a vehicle for obtaining feedback from your advisor on the direction of your project.

Your team should meet with your faculty advisor by February 10 to discuss the group project and obtain your advisor’s advice and feedback on the direction of your project. After submitting your project proposal memo on February 16, you should receive additional feedback from your advisor, revise the project proposal memo, if necessary, and obtain his or her approval of your project proposal by February 22. The approved memo serves as an agreement between you and your advisor about the a) appropriate focus, scope, and direction of your group project and b) what you will deliver in the group project report and presentation. If you wish to make any changes to this agreement, you should submit a revised project proposal memo and obtain your faculty advisor’s approval.

**Format of Group Project Report and Presentation**

The format of the group project report should be 1) a two page executive summary, 2) up to ten pages of text (single-spaced, using a normal sized font) discussing the strategic industry or company analysis, 3) detailed supporting exhibits and appendices, 4) a list of your sources of information, and 5) a one to two page appendix with the international business insights memo (single-spaced, using a normal sized font). The report should be viewed as a major strategic analysis, boiled down to a maximum of ten concise and carefully chosen pages of text discussing the situation facing your industry or company, your analyses, and your conclusions and
recommendations. Supporting exhibits should be used to summarize and reinforce the arguments in the text, graphically display your analytical frameworks and conclusions, and present more detailed data and information supporting the arguments in the text. The supporting exhibits are an important component of the report and should be developed carefully to complement the text. Appendices can also be included, if appropriate, supporting the arguments in the text. The exhibits and appendices are not included in the ten pages of text page limit. The report should reflect the integrated thinking of your group as opposed to the assembling together of parts written independently by different people. Be sure to reference your sources of information. Finally, an appendix containing your international business insights memo should be included.

The focus of the report should be on your analyses, conclusions, and recommendations, as opposed to pure description of the situation facing your industry or company. Your analyses and interpretations are valued more than mere description and should be emphasized. Therefore, you should divide the text of your report into two parts. The first part should be more descriptive of the situation facing your industry or company. This part should be at most three to four pages. The second part of the report should be more analytical and interpretive, applying analytical and conceptual frameworks, perspectives, tools, theories, and/or models to understanding the situation facing your industry or company. This second part of the report should also include the conclusions and recommendations that derive from your analyses. This part of the paper should be six to seven pages. Thus, the majority of the report should focus on analyses, conclusions, and recommendations. Only a few pages should be devoted to descriptive information setting the stage for understanding the situation facing your industry or company. Be sure to indicate which part of your report is more descriptive and which part is more analytical.

The report should consist of your own interpretation and analysis of the information you collect and should be written in your own words. Cutting and pasting information from other sources should be avoided. Instead of merely repeating the information you collect, you should make sense of the information you collect, analyze and interpret the information in terms of the strategic implications for your industry or company, and communicate these points effectively and concisely in the report.

You team will also present the highlights of your report to the class, in a fifteen minute oral presentation using Powerpoint slides. The presentation should conclude with one or two slides summarizing the three important lessons from your international business insights memo. You should hand in a copy of your Power Point slides. After your presentation, there will be a discussion period. In addition, you will receive feedback on your oral presentation from a communications faculty member.

Your team should meet regularly with your advisor and other PM.GLOBE faculty to discuss the project and determine the appropriate scope of the report and presentation.

**Intended Audience for Report and Presentation**

The intended audience for your strategic analysis report and presentation is somewhat different depending on whether you do a strategic industry analysis report or a strategic company analysis report, as follows:

A) The intended audience for a strategic industry analysis report and presentation should be managers at any company in the industry that is interested in your target country. Thus, the report should be of interest to both managers at global competitors in your industry with an interest in your target country and managers at local competitors in your industry in your target country. It should help these managers understand the current and future challenges and opportunities facing the industry in your target country and how different companies in the industry might respond to these challenges and opportunities.

B) The intended audience for a strategic company analysis report and presentation should be managers at your target company. It should help these managers understand an important problem, challenge, or opportunity facing their company and how they might respond to this problem, challenge, or opportunity.
The final report might be sent to managers at a company in the industry you studied (for a strategic industry analysis) or to managers at the company you studied (for a strategic company analysis). Reports judged by faculty to be of superior quality and appropriate for distribution will be sent to these managers.
GROUP PROJECT OPTION A:
STRATEGIC INDUSTRY ANALYSIS
PM.GLOBE 2012

**Description**

The overall aim of this option is to develop a detailed industry report, focusing on the strategic challenges and opportunities in your industry in your target country today and in the next five or so years. It should emphasize analyses instead of description – in other words, the strategic implications of the information you present should be highlighted and made central to your report. Descriptive information should be discussed to set the stage and context for the situation facing your industry, but the analyses of the situation should receive much greater emphasis. Your team should think critically about the industry and should develop your own perspective on the strategic situation facing the industry now and in the future.

The intended audience should be managers in the industry who are interested in your target country, both local and foreign managers. Thus, it should read like a report prepared for an industry association or set of players in the industry. Any company in the industry, foreign or local, should be interested in the report as it should discuss current and future patterns of competition and the potential strategies of competitors.

In analyzing your industry, think back to frameworks, concepts, tools, theories, models, and other material learned in Module I of this course and your other core classes. Use appropriate frameworks, concepts, tools, theories, and models you learned earlier in the MBA.PM program for analyzing and drawing conclusions about your industry. A well developed industry analysis is interdisciplinary in nature, drawing upon strategic, marketing, operational, financial, economic, and management perspectives. Therefore, you should apply and integrate appropriate material from Module I of this course and earlier MBA.PM core courses in preparing your industry report.

**Issues to Address**

The overall goal of the report should be to analyze and predict patterns of competition and the strategies of competitors today and over the next five years. The report should lead to the following types of strategic conclusions and recommendations, as follows:

1) Conclusions and recommendations about opportunities for foreign companies to compete in the industry in your target country over the next five years and the kinds of strategies they might pursue.

2) Conclusions and recommendations about opportunities for local companies (from your target country) to compete domestically and globally over the next five years and the kinds of strategies they might pursue.
In analyzing the strategic situation facing your industry, the following are some possible areas you may wish to consider. However, the following list is not meant to be a template of areas that you must cover for the report. You should think about what kinds of analyses are appropriate to analyzing the strategic situation facing your industry in your target country and include those relevant analyses in your report. You should work with your advisor to define the areas of analyses that are relevant to your report.

1) Evolution of the industry over time – forecasts of growth, future trends, upcoming strategic opportunities and challenges, etc.

2) Competitive analysis of local players in the industry in your target country – strengths and weaknesses of domestic participants in the industry, the strategies pursued by various players, the relative levels of success and profitability of various players, the likelihood of new domestic entrants into the industry over the next five years, etc.

3) Competitive analysis of foreign players in the industry in your target country – strengths and weaknesses of foreign participants in the industry, the strategies they are pursuing, the relative levels of success and profitability of these players, the likelihood of new foreign entrants into the industry over the next five years, the relative competitive advantages of foreign vs. local players in this industry, etc.

4) Strategic marketing analysis – assessment of the dynamics of customers, viable target segments, market potential in the target country, marketing opportunities and challenges, etc.

5) Strategic operational analysis – assessment of the challenges, opportunities, and critical success factors for carrying out effective operations in the country, advantages and disadvantages of local production, etc.

6) Environmental analysis of target country – assessment of the impact of the economic/financial, political/regulatory, cultural/social, technological, and institutional environment of your target country on the industry, the implications of these environment factors for being successful in the industry, etc.

7) Risk analysis of industry in target country – assessment of the sources of risk in your target country that might affect your industry, including political and economic risk, the implications of these risk factors for competition and for being successful in the industry, etc.

8) Ethical issues confronting companies in your industry in your target country – assessment of the ethical challenges faced by managers in your industry doing business in your target country, the implications of these ethical challenges for competition and for being successful in the industry, etc.

9) Comparison of the characteristics and strategic challenges of the industry in your target country with that of the industry in other countries, particularly the U.S. – assessment of the similarities and differences in your industry in your target country and other countries in areas such as competitive environment, customer environment, opportunities and challenges, key success factors, etc.

10) Strategic importance of the country in regard to global competition in the industry – importance of the country in the global context of the industry in terms of market opportunities, access to factors of production, access to new innovations, competitive positioning, as a base for exporting to other countries, etc.

11) Conclusions and recommendations about opportunities for foreign companies to compete in the industry in your target country and the possible strategies they might pursue – motivations for foreign companies to participate in the industry in your target country, likelihood of new foreign entry into the industry, potential successful strategies of foreign players in your country, likely modes of participation in the country (e.g., exporting, joint ventures, wholly-owned subsidiaries, strategic alliances), etc.

12) Conclusions and recommendations about opportunities for local companies domestically and globally and the possible strategies they might pursue – potential strategies for local companies to compete successfully against foreign companies in your target country, opportunities for local companies to compete globally, likelihood of new domestic entry into the industry, possibilities of local companies forming alliances with foreign companies, etc.
Description

The overall aim of this option is to develop a detailed company report, focusing on one or more strategic problems, challenges, or opportunities facing your company. It should emphasize analyses instead of description – in other words, the strategic implications of the information you present should be highlighted and made central to your report. Descriptive information should be discussed to set the stage and context for the situation facing your company, but the analyses of the situation should receive much greater emphasis. Your team should think critically about the problems, challenges, or opportunities facing your company and should develop your own perspective on the strategic situation facing the company now and in the future.

The intended audience should be managers in the company on which you are focusing. Thus, it should read like a report prepared for you company. It should be tailored and made specific to the situation facing your company.

In analyzing your company’s problems, challenges, or opportunities, think back to frameworks, concepts, tools, theories, models, and other material learned in Module I of this course and your other core classes. Use appropriate frameworks, concepts, tools, theories, and models you learned earlier in the MBA.PM program for analyzing and drawing conclusions about your company. A well developed company analysis is often interdisciplinary in nature, drawing upon strategic, marketing, operational, financial, economic, and/or management perspectives. Therefore, you should apply and integrate appropriate material from Module I of this course and earlier MBA.PM core courses in preparing your company report.

Issues to Address

To identify the focus of your company analysis, you should conduct some initial research on your company in order to understand the strategic problems, challenges, or opportunities it is facing. From this set of strategic problems, challenges, or opportunities, you should select one or more that provide a manageable scope for the project and for which you will be able to obtain relevant information to factor into your analyses. This option for the strategic analysis project requires you to develop an appreciation of the pertinent and important strategic issues facing your company and to tailor the types of analyses and scope of the report to these particular issues.

In the first part of your report, you should discuss the problems, challenges, or opportunities facing your company on which you have decided to focus and clarify why these issues are important and strategically significant to the company. In other words, you should discuss the situation facing your company that is pertinent to the issues you will analyze in more detail and develop conclusions and recommendations about later in the report. This initial part of the report will set the stage and context for the detailed analyses, conclusions, and recommendations that follow.

Next, you should present research and a full set of analyses that help you better understand the issues facing your company. These analyses should make use of appropriate concepts, frameworks, tools, theories, or models for shedding light on the issues facing your company. Based on these analyses, you should develop conclusions about how your company might approach the problems, challenges, or opportunities you have chosen to study. Finally, you should develop recommendations about how your company might deal with these problems, challenges, or opportunities now and in the future.

One possible focus for the strategic company analysis is to analyze how your company can compete more effectively in your target country, both now and in the future. Another possible focus is to examine how your
company might expand to other parts of the world, such as the United States or another strategically important country. A third possible focus is to examine emerging trends in the situation facing your company and its industry and provide recommendations to your company about how to compete more effectively in the face of these trends. A fourth possible focus is to pinpoint an important competitive threat facing your company and provide advice about how to manage this situation. A fifth possible focus is to identify macroeconomic, trade, and political trends confronting your company in various parts of the world and develop recommendations about how to prepare for and deal with them. These are just rough examples of some possible directions for the strategic company analysis. Of course, these are numerous other possible directions, depending on the strategic situation and issues confronting your company.

In terms of types of analyses to conduct in understanding your company’s situation, you should think back to the various concepts, frameworks, tools, theories, and models discussed in Module I of this course and your other core courses. You should then select a variety of different types of relevant analyses that are most pertinent to your company’s situation. One possible approach for analyzing the issues facing your company is to analyze how other companies in your industry in various parts of the world have dealt with issues similar to your company’s issues. A related approach is to analyze how companies from other industries in various parts of the world have dealt with similar kinds of issues. After benchmarking your company against these other companies and understanding how they have dealt with similar issues, you can develop recommendations for how your company might approach these issues based on the learning from how other companies have approached similar issues in the past.
INTERNATIONAL BUSINESS INSIGHTS MEMO  
PM.GLOBE 2012

Description

The rationale for the international business insights memo is to allow you to reflect upon the most important lessons learned from the international field study component of PM.GLOBE and draw conclusions about the most important insights or take-aways from the experience. An additional purpose of this memo is to provide the opportunity to reflect upon issues related to ethical issues in international business.

Your group should think about the lessons learned about doing business in your target country, including lessons about the cultural, political, economic, and business environment of the country. Your group should also reflect on the lessons learned about conducting international business and its opportunities and challenges. Your group should then distill these lessons into the three most important lessons, insights, or take-aways from the experience.

At least one of the three lessons should focus on ethical issues related to doing business in your target country. Your group should reflect upon the lessons related to ethical issues in doing business in your target country. Your group should then distill these lessons about ethical issues into the most important lesson, insight, or take-away pertaining to the role of ethics in doing business in your target country.

The lessons you discuss should not be confined to your particular company or industry. Instead, you should reflect on more inclusive lessons related to doing business in your target country that cuts across companies and industries.

The lessons you include should contain insights that attempt to integrate different aspects of the business environment. For example, a lesson about the cultural environment in your target country might include insights about how the cultural environment affects competition, business practices, and ethical issues confronting managers. Alternatively, a lesson about the ethical environment might include insights about how the ethical environment affects competition, business practices, and relationships with customers and employees.

In preparing the memo, each person on your team should first independently think about and list the three most important lessons or insights he or she gained from the experience. Afterwards, all the members of your team should meet to discuss your ideas and develop a group perspective on the three most important lessons or insights, which you will include in your memo.

In a short, one to two page memo (maximum of 2 pages, single-spaced in a normal sized font), your group should discuss the three most important lessons, insights, or take-aways that you gained from the international field study component of PM.GLOBE. The discussion or justification of why you chose the three lessons, insights, or take-aways that you did is a critical part of the memo. Try to supplement the memo with photographs or other materials to illustrate the three insights you discuss. For example, a lesson that contains an insight about marketing practices might include illustrative photographs of advertisements you took during the PM.GLOBE trip. An insight about the effects of rapid economic growth might include photographs illustrating these effects.

The international business insights memo should be submitted as part of your group project on April 9. Finally, your group should include a slide or two at the end of your oral presentation on April 14 highlighting the three insights you discuss in the international business insights memo.