

Dominican University
Strategic Leadership MBA Program
Spring Term 2007

**MBA: 5102: Business Environment: Economics,
Politics & Culture**

January 13 – April 28, 2007

Saturdays, 1 - 5 pm

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Course Description: This course “focuses on the effects of the growing globalization of business highlighting the historical trends and current forces that shape business organizations. Topics include growing economic interdependence, political and cultural globalization, and political and financial risk assessment.” (DU Catalog)

MBA 5102 will provide an integrated study of the principles of international business and their application in the disciplines of economics, political science and socio-economics. Instruction will focus on the global business environment, the multinational challenges of changing market structures, and the impact of rapidly changing technologies on the international marketplace. Examining the historic and current forces that are shaping small and large businesses and organizations globally, we will study how they must adapt to various cultural, political, environmental and economic factors in the competitive marketplace. Students will be involved in range of individual and group activities including case analyses, in-class discussions and a team project: *Country and Political Risk Analysis, Industry Assessment and Feasibility Study of taking a product or service abroad*. This project is linked with the Spring 2007 trip to Spain and Portugal for those going on this trip, or, to China for the remainder of the class.

Teaching Methods: Lectures, textbook readings and classroom discussion will introduce the approaches, techniques and strategies of international business in the context of economics, politics, law, ethics and culture. Class exercises, videos, case analyses, and in-class discussion groups will be used to study the underlying concepts of international business in industrialized and developing nations. Problems will be viewed from both the standpoint of a senior manager and senior corporate executive. Read the assigned chapters from the text, cases and handouts, and be prepared for classroom discussions and small in-class group exercises, discussions and presentations. Sharing your experiences and letting others benefit from them will enhance the learning experience for everyone in the class. Additionally, with your subscription to either the *Financial Times* or *The Economist* (see below), you will be able to keep current on international business from a foreign perspective, as well as have access to www.ft.com or www.economist.com for research purposes. You will be asked to report on global business issues and current events in the European Union and China during the term.

Academic Honesty: Dominican University of California is an academic community. All of our community members are expected to abide by ethical standards both in their conduct and in their exercise of responsibilities toward other members of the community. Students, faculty members, administrators and staff are expected to adopt standards of behavior that place a high value on respecting the ideas of others. All intellectual accomplishments—examinations, papers, lectures, Dominican University of California is an academic community. All of our community members are expected to abide by ethical standards both in their conduct and in their exercise of responsibilities toward other members of the community. Students, faculty members, administrators and staff are expected to adopt standards of behavior that place a high value on respecting the ideas of others. All intellectual accomplishments—examinations, papers, lectures, experiments, and other projects—should adhere to the highest standards of academic integrity and ethics.

The faculty, administrations and staff recognize their obligation to provide continuing guidance as to what constitutes academic honesty and to promote procedures and circumstances of independent learnings is the requirements of honesty and integrity in the performance of academic assignments, both in the classroom and outside. Students should avoid academic dishonesty in all of its forms, including plagiarism, cheating and other forms of academic misconduct. The University reserves the right to determine in any given instance what action constitutes a violation of academic honesty and integrity. (Source: Dominican University of CA, CEP)

Role of Students as Individuals and as Members of Teams/Groups:

- **Student Expectations:** Students are expected to complete all individual assignments on their own (e.g. brief case analysis). All work should reflect only the efforts of the individual, unless working on a team assignment (e.g. long case analysis and the Country Risk Analysis/Industry Assessment/Feasibility project). Students are also expected to be fully engaged and contributing members to all team projects and assignments.
- **Assignments:**
Classroom participation: Class participation includes attendance, assigned individual and teamwork and presentations, participation in class discussions and small in-class group discussions and presentations, providing bi-weekly updates on the political, social and economic environment of Spain/Portugal, the European Union or China, and all readings assigned. Relating your own relevant experiences will play an important part of the learning experience. Each student will also be responsible for reading topical articles in business and popular periodicals and reporting them to the class. I encourage the use of study teams to discuss class assignments; teams will also work together on the group projects described below. **Note that it is expected students will be on time for class -- please be here at 1:00 pm.**

I urge you to approach me at any time before, or after class if you feel that you are having any problems at all with the course, or if you have special needs requiring help from Disability Services. My telephone number and e-mail address are on the first page of the syllabus.

Written assignments: All papers are due on the date assigned. A penalty will be assessed for unexcused late papers. There will be a variety of written assignments developed throughout the course. Case analyses and the major project, *The Country and Political Risk Analyses, Industry Assessment and Feasibility Study for entering into Spain, Portugal or China* (e.g. wine, telecommunications, technology, financial services, automobile or food industries) will drive the course. Students will work in teams for a presenting a group case analyses and the term project. Guidelines for all written assignments are provided in the syllabus. A brief description of these assignments follows below:

- **Case Analyses (Individual and Group Projects)**

Using the Harvard case method, we will read several cases throughout the semester. Each student will select a case and work in a team to analyze the case and present your findings and recommendations to the class in both an oral and written format. Using the Internet, each team will do research on the company/industry and get updates on what has happened since the case was written. However, keep your analysis focused on the case. Please use the long-case format provided for the team case. The report should be single-spaced and not exceed 10 pages. In addition to the written case, your team will also give a 15-20 minute presentation to the class on the day it is due. Visual aids and handouts should be used in support of your presentation. Additionally, you will select one (1) other of the assigned cases to analyze, using the brief-case format provided (single-spaced, 1-2 pages) to analyze the case. The brief case analysis (see format provided) will be due the day that your classmates will present the case. Every student will be responsible for reading all of the cases and be prepared to discuss them in class.

▪ **Country and Political Risk Analysis, Industry Assessment and Feasibility Study (Group Project) 40-50 pages. The focus this semester is on Spain, Portugal and China.**

In industry, successful results depend upon individual contributions as well as group collaboration. Each student will work in a team (4-5 members) to develop a country and political risk analysis to assess the feasibility of taking a product or service to Spain or Portugal for those going on the trip, or, to China for the remainder of the class. The Feasibility Study will include a Country Analysis (an evaluation of the selected country's economic strategy and performance, governmental institutions, and policies; a Political Analysis, (an evaluation the business and investment climate in the country); an Industry Assessment (a global and country evaluation of the wine, telecommunications, technology, financial services, automobile or food industries); and a Company Analysis (product or service based the selected Company's industry). Based on the results of this analysis, each group will make an assessment of the feasibility of conducting business in the selected country and make specific recommendations whether or not you would advise a company offering the selected product or service to enter the country/industry analyzed. Use the format provided in the syllabus for this project; and the MLA Style format for notating footnotes and source material (www.baker.edu/library/dlls/MLA.htm) or Hacker's *A Writer's Reference*.

This is an exceptionally interesting and exciting time to examine the risks and attractiveness of doing business in the European Union and China. This project was designed to enhance your experience during the Spring 2007 trip to Spain and Portugal if you are participating in the trip, and to China for those remaining; and to strengthen your understanding of the challenges and risks facing companies interested in conducting business in these regions. Additionally, through this investigation, you will also gain a broader perspective of the European Union and China, as well as, the complex relations that the U.S. has with the member countries of the EU and China.

Diversity: The recognition of our diverse backgrounds and the inclusion of diverse thought are encouraged in this course and in all classroom interaction. If you have any special needs or concerns, please contact me at the beginning of the course.

Course Student Learning Outcomes: As a required course in the MBA in Strategic Leadership Program, the course will build upon the material covered in the Program. It will focus on international business from a managerial perspective, and will cover theory, application and managerial implications of decision-making in business. The following are the specific objectives of this course:

1. To develop a deeper understanding of the causes and impact of globalization on developing and industrialized economies, and the implications for international business management.
2. To understand and appreciate that substantial differences exist among societies due to cultural differences in social structure, religion, language, education, economic philosophy and political and legal systems.
3. To understand that much of the change in contemporary social culture is being driven by economic advancement, technological change and globalization.
4. To understand the important implications that international trade theory and patterns of international trade hold for business practice.
5. To understand the implications of government intervention in international trade and the current global trading system and the role that different policy instruments have on foreign direct investment.
6. To be familiar with the world's most important global and regional economic trade agreements and the implications for business domestically and internationally.
7. To develop your skills and provide you with experience in applying management principles and decision

making tools to actual managerial problems using the case method.

8. To incorporate the principles of the Leadership Impact System and apply them to the course material
9. To create an original country and political risk analysis to ascertain the feasibility of doing business in a foreign country, working in a team environment. This project has been designed to enrich your experience to Spain/Portugal during the Spring 2007 trip, or, to China if you are not participating in the trip.
10. To improve the effectiveness of each student's presentation skills, you will use computer graphics programs and other audio-visual tools to present course projects including case analyses and the marketing plan.

University's Policies and Schedules: Class Policies

Expectations for Student Conduct:

1. Turn off pager and telephones when entering class. Use of laptop computers is not necessary in the class. You will receive handouts of the Instructor's Power Point presentations for note taking purposes.
2. Please consult Disability Services, (415/257-0187), for accommodation or adaptation for documented special needs.
3. Students must complete assigned readings and assignments prior to coming to class the day that the material is to be reviewed or presented (e.g. cases).
4. Students are expected to attend all classes. Should the student need to miss class they must contact the instructor prior to the absence whenever possible. If you miss one (1) or more classes, your grade may be affected.
5. Students are expected to actively participate in class discussions and team projects and to ask/raise questions during class session.
6. Assignments must be turned in on time. Any exception is the prerogative of the instructor. See syllabus for schedule.
7. All written assignments and presentation material must be grammar/proofing error free. Don't wait until the last minute to complete your assignments. It is easier to detect editing issues if you give yourself 24 hours to review material after you have written it.
8. Written assignments should reflect concepts learned in MBA 5102.
9. **Plagiarism or cheating will result in immediate failure of the assignment/exam and possible expulsion from the course.**

Assessment of Goals and Objectives

Course Grade	% of Grade
Classroom Participation	15%
Written Assignments	
Case Analyses	25%
Risk Analyses, Industry Assessment & Feasibility Study	30%
Presentations	10%
Midterm	20%

All written work should be typed, single-spaced using the formats provided. They should be submitted on time unless special arrangements have been made. Late assignments, if approved, will be given half-credit.

Grading Policies and Practices: Influence of Attendance, Late Arrival or Early Leaving, and/or Individual Participation

1. **Class Expectations:** All students are expected to follow course directions for face-to-face meetings by

showing up on scheduled dates and times, promptly and remaining for the full class session. Students must plan to spend a minimum of 6-8 hours per week outside of class in order to complete all requirements, including readings and submit assignments on schedule. All students are expected to show respect for the instructor and their fellow students. An honest and open reflection of opinion is encouraged.

2. Course Grading Policy

A	93-100%	C+	77-79%	D-	60-62%
A-	90-92%	C	73-76%	Below 60%	Failing
B+	87-89%	C-	70-72%		
B	83-86%	D+	67-69%		
B-	80-82%	D	63-66%		

- 3. Classroom Participation:** Your regular attendance is a key element to your success in the class and in learning the material. You are expected to arrive on time, attend every class and be prepared to participate and contribute to the class discussion and team projects. The class has been structured so that classroom participation, in-class discussion groups, and group presentations will drive the learning process. If you are unable to attend class, please contact the instructor ahead of time. If you miss more than one (1) class during the term your grade may be affected.
- 4. Attendance Policy:** Attendance and promptness (tardiness is also monitored) is mandatory and monitored. As stated above, missing a class will result in a reduction of participation points and may impact your final grade if you miss more than one (1) class. Students who know of an upcoming absence should notify the Instructor as soon as possible and may still result in the loss of participation points. If you are absent, please make arrangements with another student in the class to get class notes, handouts and other relevant information.
- 5. Implication of Missing or Late Assignments or Tests:** Late assignments are not accepted without the permission of the Instructor. An unapproved late assignment will result in the failure of that assignment. Students are required to take the midterm on the assigned date unless prior arrangements are made with the Instructor. Failure will result in the failure of the exam.
- 6. Time Frame for Return of Assignments and Feedback:** Assignments will be returned in the next scheduled class period. There will be an opportunity for students to submit an additional brief case analysis for a better grade. The Instructor will make every effort to return email or voice messages within a 24-hr. period.

Texts and Resources

Required Readings

Text: *International Business: Competing in the Global Marketplace, 6th edition*
Charles W. L. Hill
McGraw-Hill/Irwin, 2007

Reader: *Annual Editions: International Business, 14th ed.*
Fred H. Maidment
McGraw-Hill/Dushkin, 2007

Newspaper/Periodicals: Subscription to either *The Economist* or *Financial Times* (Note: bi-weekly updates on current events in Spain, Portugal, the European Union and China will be presented by the students). **Note: Sign up for these publications during the first week of class to get the discounted student rate.**

Cases: Cases are identified in the course schedule (see below). Please order cases from Harvard Business Online. Instructions will be emailed to you along with the syllabus before the term starts.

Supplemental Readings: Case materials and articles will be assigned throughout the course. In addition to the *Financial Times* and *The Economist*, *The Wall Street Journal*, trade and popular business periodicals, and academic journals are recommended reading. Throughout the term you will research primary and secondary source materials and on-line information services for your written assignments. To improve your writing style, I recommend Hacker's book, *A Writer's Reference - Fifth Edition*, (St. Martin's Press, 2003). *The Longman Dictionary of American English: A Dictionary for Learners of English* is an excellent resource for foreign students.

Software Requirements: All papers are to be developed in a word processing program (e.g. Word) and Presentations done in Power Point. Please provide handouts to the class for all presentations.

Course Schedule

Note: There are two (2) cases below that need to be ordered at <http://harvardbusinessonline>. Instructions on ordering the cases will be provided in a separate email. The remaining cases are in the Hill textbook.

Session	Date	Topic	Reading/Assignment
1	1/13/07	Course Overview/Syllabus Review Globalization Case and Stakeholder Analysis Case: Eurodisney Library Workshop	Text: Ch.1 Reader: <i>Globalization and Its Contents; Trading Places;The Global Compact: Origins, Operation, Progress and Challenges; Asymmetric Globalization: Global Markets Require Good Global Practices</i>
2	1/27/07	Political and Cultural Environment Political Risk Analysis Ethics/Social Responsibility Case: Western Drug Companies	Text: Chps 2-4 Reader: <i>Progress Against Corruption; Is U.S. Business Losing Europe?; A Trade War with China?; Grassroots Diplomacy; Fakes!; The China Factor'</i> Case: Western Drug Companies and the AIDS Epidemic in South Africa Hand in 1-pg. team project concept
3	2/10/07	Global Trade Environment Political Economy of Trade Case: Boeing v. Airbus	Text: Chps 5-6 Reader: <i>A New World Economy: The Balance of Power Will Shift to the East as China and India Evolve; Shaking Up Trade Theory; The Leading Economic Organizations at the Beginning of the 21st C.; A Theory of International New Ventures: A Decade of Research</i> Case: Boeing v. Airbus: Two Decades of Trade Disputes
4	2/24/07	Global Investment Climate Regional Economic Integration Case: Spain	Text: Chp 7-9 Reader: <i>Too Much Money; Squeezed by the Euro; Integrating Multinational Firms into International Economics; Bottom Dollar; America's Growing Trade Deficit is Selling the Nation Out From Under Us; The China Hedge</i> Case: Spain: Straddling the Atlantic (HBS:9-705-006)
5	3/10/07	Global Monetary System; Foreign Exchange Market	Text: Chp 10 MIDTERM (2.5 hours)

MIDTERM			
6	3/24/07	International Monetary System Strategy of International Business Case: Cisco	Text: Chp 11- 12 Reader: <i>Countdown to a Meltdown; Failure of the Fund: Rethinking the IMF Response; The Bretton Woods System: Are We Experiencing a Revival? New Century, New Challenges</i> Case: Cisco Goes to China: Routing an Emerging Economy (HBS: 9-805-020)
7	4/14/07	Structure of International Business Market Entry Strategies Case: Toyota	Text: Chps 13-14 Reader: <i>Outsourcing Jobs: The Myths and Realities; International Growth Patterns Remain Strong; Opening the Doors to Research</i> Case: Toyota: The Rise of a Global Corporation
8	4/28/07		Presentation and Report Due

Brief Bio: Thea Bellos

Thea Bellos is the founding principal of The Bellos Group, a global marketing and management consulting firm. The Bellos Group provides market research, strategic planning and business consulting services to professional service firms and corporations in the engineering, environmental and legal industries, and to non-profit cultural organizations. Prior to establishing the Bellos Group, Thea was the Director of Marketing and Communications of EIP Associates, an environmental consulting firm; Director of Development of the Oakland Ballet, a national touring company; she has served as a senior business consultant to URS Corporation, a global engineering firm. Ms. Bellos has taught international marketing and global business courses at Dominican University since 1999; and strategic marketing and management courses at UC Berkeley, University of San Francisco, and Golden Gate University, where she received The Stanley Price Adjunct Faculty Award for distinguished service in 1999. An avid traveler and photographer, Ms. Bellos also exhibits her photographs throughout the Bay Area.

Student Information Sheet

Name Nationality

Address

Telephone: work: Email address:
 home:
 cell:

Last Degree/Diploma: Date:

Job Title and Company:

Brief description of your job:

Other jobs you have held:

Your international experience: travel, work, etc.

Other undergraduate schools attended?

Names of previous business and management courses taken:

Your expectations of this course:

Special student needs that the Instructor should be aware of:

**Dominican University
MBA 5102- Strategic Leadership Program
Spring Term 2007**

Thea Bellos, Instructor

Written Assignment Guidelines and Formats

- Case Analysis Format
- Country Risk Analyses, Industry Assessment & Feasibility Study Format

Case Analysis

Using the Harvard case method, we will read several cases throughout the course. Students will read all of the cases and be prepared to discuss their findings and recommendations to the class. Small groups will be formed at the beginning of the course and each group will be responsible for preparing a written analysis and a 15-20 min. presentation of one of the assigned cases, using the format provided. Using the Internet, each team will do research on the company and get updates on what has happened since the case was written; however stick to the case for your analysis. Additionally, each student will select 1 other case to analyze, using the brief-case written format. See below for the various formats.

Long Case Assignment (Team project: 10 page maximum - single spaced; 20 min. presentation)

Case Name: _____

- I Executive Summary (1-2 page summary of the analysis and recommendations)
- II Overview: The environment
 - 2 or 3 paragraphs
 - Avoid rehashing the case: stick to the key environmental issues such as technology, government, culture, environment, economics, ethics, demographics, etc.
- III SWOT Analysis
 - Summarize in list form:
 - Company strengths
 - Company weaknesses
 - Opportunities for the company
 - Threats to the company
- IV Major Problem(s) (a brief statement, using 5W's to develop statement)
 - Statement of Primary problem(s) (evidence and effect of problem)
 - Statement of Secondary problem(s) (evidence and effect of problem)
- V Significant Aspects of the Problem
 - Review key issue related/contributing to the problem as you have defined it
 - Discuss the strengths/weaknesses of the company with regard to each of the key factors
- VI Evaluation of Alternatives/Recommendation/ Implementation
 - A. State/describe alternatives for solving the problems
 - B. What are the marketing planning opportunities?
 - C. Select recommendation, indicate and discuss your rationale for proposing the particular alternative:
What are the reasons why you believe that this is a feasible option?
 - D. Implementation Strategy (Action Plan) for the selected recommendation
 - E. Contingency Plan (best case and worst case scenarios) for the recommendation

Brief Case Analysis (Individual Project, 1 -2 pages - single spaced format).

Case Name: _____

- I Major Problem(s) (a brief statement, using 5W's to develop statement)
 - Statement of Primary problem(s) (evidence and effect of problem)
 - State of Secondary problem(s) (evidence and effect of problem)
- II Significant Factors: representative topics include:

Policies	Raw Material	Mission	Objectives
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Organizational structure	Finance	Human Behavior	Resources
External influences	Production	Facilities & Equipment	Management Style
Ideas	Personnel	Prices	Marketing
Products and services	Communication	Processes	

- III Alternatives: outline and evaluate alternatives and describe the marketing planning opportunities
- IV Recommended Course of Action: discuss your recommendation; indicate your rationale for proposing a particular alternative, Implementation Strategy and Contingency plan (best case and worse case scenario).
- V Relevance to Global Management: A general statement integrating the key elements that we have learned from the case that can be applied to the course material presented in the readings for the session.

Group Project: Country and Political Risk Analysis, Industry Assessment and Feasibility Study: Taking a Product/Service to Spain/Portugal or China (Group Project) 30-40 pages; Presentation: 30 min., 2 copies of the report

Use the format provided below for this project; and the MLA Style format for footnotes and source material (www.baker.edu/library/dlls/MLA.htm) or Hacker's *A Writer's Reference* (5th ed.) (Sources: A Sundaram & J.S. Black, *The International Business Environment*, Prentice Hall, 1995).

Title Page

Table of Contents

- I. Executive Summary
- II. Country Overview – Key Data , Physical Context
 - A. Population, Land Area, Climate, Average Daily temperature and rainfall; languages, currency, capital city, national holidays, boundaries, largest cities and their population, ethnic groups (percent of overall population), religions. Include maps, picture of flag in your presentation.
 - B. Assess the country's geographic and demographic features (e.g. arable land, deepwater harbors, and mineral resources, etc.) and determine the impact on the country's political and economic development.
 - C. Infrastructure Policies and other programs that would impact natural and physical resources
- III. Political Overview
 - A. Brief Summary of Political History
 - B. Government and Principal Government Officials
 - C. Government Structure (executive, legislative, and judicial branch)
 - D. Political Parties and Leaders
 - E. Summary of Political Conditions – 2006-07
 - F. Foreign Relations: Include assessment of the degree to which the country's sovereignty is dominated by the shifting and partially conflicting interests of the industrialized nations, less developed countries, oil producers, NGOs, international institutions (e.g. WTO, IMF, World Bank, UN, ADB, etc); and role that the country is playing on the war on terrorism. Include a brief account of the history of relations with the U.S., Europe and other South American countries.
 - G. National Strategy for Autonomy: Freedom from foreign domination (e.g. economic and cultural influences, defense capability to withstand foreign diplomacy and military pressures, or internal security against unrest, and other issues of territorial integrity); capacity of government to

- continue its rule of the country and other issues of sovereignty.
- IV. Economic Overview
 - A. Brief Summary of Macroeconomic Conditions (economic performance (GDP, interest rates, money supply, foreign exchange reserves, budget surplus/deficits), exchange rates, balance of payments and regional situation (EU and role in world economic market or China and relations with EU, Japan, US, etc), major trading partners (volume), aggregate results in terms of output, prices, employment in key industrial, agricultural, energy, mining, transportation, tourism and telecommunications sectors.
 - B. Internal Indicators (aggregate results in terms of output, prices and employment; performance measures of saving, investment, productivity, unemployment, wage increases, unit labor costs, utilization of capacity, distribution of income by various demographic factors (area, age, ethnic group, etc)
 - C. Other Economic Trends
 - D. National Strategy for Productivity: attitudes of work, savings and investment; standard of living; and rewards for accomplishing productivity goals
 - V. Investment Overview
 - A. Brief Summary of Investment Environment: foreign investment and trade policies, currency conversion and transfer policies, dispute settlement, private ownership rights, protection of intellectual property rights, political violence, corruption, and capital flows. Discuss the impact of the EU, U.S., China on investment.
 - B. International Investment Agreements: free trade zones, international, regional and bilateral trade agreements, and foreign investment statistics
 - C. Fiscal/Monetary Policy: Assessment of spending, taxation, fiscal surplus or deficit and changes in money supply, interest rates and exchange rates
 - D. Stock Market
 - E. Investment Trends
 - F. Risks for foreign investors
 - G. National Strategy for Equity: equity of opportunity or equity of results (Note: equity and productivity may be partly inconsistent and tradeoffs may be required, e.g. lower investments to boost short term profitability, higher investments for longer term growth).
 - VI. Social Overview
 - A. Brief Summary of population, ethnic groups, language, religions, education and literacy rate, per capita GDP
 - B. Social Performance Indicators (income distribution, measures of population growth (or decline) and migration, educational achievement (professional or skill categories), average years of schooling completed, public health and nutrition indicators
 - C. Cultural Etiquette (cultural dos and taboos)
 - D. Social trends
 - E. Risks for foreign investors
 - VII. Environmental Overview
 - A. Brief Summary of Major Environmental Issues
 - B. Regulatory Framework of Environmental Legislation
 - C. Environmental Jurisdiction and Regulation: Stakeholders responsible for regulation and protection of the environment
 - D. Major Environmental Organizations

- E. International Environmental Accords the Country is Party to
- F. Environmental Trends
- G. Risks for foreign investors

VIII. Country Evaluation

- A. Performance Evaluation: review all performance indicators and make a broad judgment on how well the country is doing. Is performance getting better or worse, and is it better or worse than that of another country or group of countries? Note the trends and comparisons rather than calculating the ratios. Look at past performance; the performance of other countries, particularly major competitors; and the goals of government.
- B. Diagnosis of the Causes: whether a country's performance is disappointing or amazing, assess the causes of the situation and identify the key problems that may be caused by unsatisfactory performance.
- C. Evaluate the Future: After looking at performance, strategy and context, project into the future and attempt to predict certain immediate developments (e.g. unemployment) over a 3 to 5 year period. Develop several alternative scenarios to represent different outcomes, how the different scenarios would affect the firm or government, and examine the pros and cons of various strategies across the different scenarios and provide specific recommendations.
- D. Recommendation to Companies in the country (expansion, retraction, alliances, etc.) or for companies interested in doing business in the country,

IX. Global Industry Analysis – Company's Industry

- A. History of global industry, major centers and globalization of the industry
- B. Global/Regional/Local Industry Market Activity (Sales and Performance Analysis)
- C. Global Technology - Product and Process improvements/trends
- D. Global/Regional/ Local Industry Characteristics/ Trends
- E. Global/Regional/Local Competitors

X. Company Analysis

- A. Company Background (brief company history, business definition, mission/vision statement, goals & objectives, stage of internationalization, and locations of its operations and offices.
- B. Environmental and Business Analysis
 - 1. Describe and evaluate the consumers/market segments the company serves
 - 2. Describe and evaluate the major product/service of the company (market share, profitability, position in the life cycle)
 - 3. Evaluate the leading competition and the company's position in the US, globally, regionally and locally
 - 4. Describe the Technology Policy and evaluate the company's technological and production capabilities
 - 5. Describe the Pricing Policy and compare product value with the prices of competitors
 - 6. Describe the Product/Services Development Policy: (nature of product development, coordination between research and development and manufacturing and anticipated product launches)
 - 7. Discuss the company's channel arrangements, physical distribution and promotional efforts
 - 8. Discuss how the company deals with consumer satisfaction and other quality issues
 - 9. Leading suppliers and resellers
 - 10. Organizational Structure: management structure and key management staff
 - 11. Management Attitudes: management style, views on marketing, social responsibility and ethics

- 12. Corporate Constraints (e.g. production facilities, financial, time, R&D expertise, marketing, etc.)
 - 13. Environmental Constraints: (e.g. legal, distribution outlets, technological, political, etc)
 - C. Critical issues: diagnose the company's strength and weaknesses, and condense these into a summary of critical issues and significant factors driving the key problems
 - D. Company Risk/Feasibility Analysis: Based on the team's analysis of the industry and level of risk, make a recommendation and discuss whether the company should enter the selected industry and the country market; the type of entry strategy it will implement; and, develop a strategy to mitigate the risks. Specific data, observations and conclusions must support this decision.
 - a. Ownership-control (what are the restrictions and regulations, and associated political risk lined to type of ownership—joint venture, licensing, strategic alliances, wholly owned subsidiary). (In China, the impact of State-owned Ownership/JV requirements)
 - b. Inputs: Discuss the availability, cost and quality of material, capital and people, and the policies and political events that affect them. (Note: the relative importance of each basic input varies by industry and firm.)
 - c. Outputs. Discuss the objectives and policies concerning products/services and profits/losses a firm would encounter in doing business in the foreign country. For example, what are the policies concerning the repatriation of profits, restrictions on transfer pricing, regulations of exports, etc. and their potential change are all examples of major determinates of political risk to firms.
 - d. Assess Potential Political Events: determine the relevant political events and their probability of occurring; determine cause and effect relationships; and, determine the government's ability and willingness to respond. Key issues include patterns of political instability, the role of economic deprivation, the nature of destabilizing events, and the government's ability and willingness to control events. Create various scenarios and estimate the likelihood of related series events occurring. Consider whether the government is able to enforce policy changes and if the expected positive impact of the changes would occur.
 - e. Assess Probable Impacts and Responses: determine the impact of probable scenarios and responses to initial impacts; and determine initial and ultimate political risk. Discuss how a firm could influence and respond to political events, and the degree to which they could manage their risk through policies, management practices, etc. to offset the impact of these scenarios.
 - E. Alternative Solutions, Recommended Course of Action, Planning Opportunities and a Contingency Plan (best case and worst case scenario) of the recommended actions.
 - F. Future Outlook: how does the market look in the future and how effective is the company in meeting and anticipating future challenges?
- XI. Group Evaluation: Brief write-up about group, roles people played in group, etc. The paper should be signed by everyone in the group.

Appendices
Bibliography