

Group Project: International Management and Business Plan

The purpose of this project is to create the International Management PLAN for a business / division located outside of the U.S. / Canada in a company researched or invented by the project team. It will tell us what you are going to do, why that is a good plan item, and what the business result will be.

I.. Company Description:

The “company” may be anything the group desires. You may make up a company or use a real one. There are, however, a few constraints or requirements. This plan will outline what needs to be done to insure that the company has an effective international management capability.

- The organization being managed must be a business / division **located** outside the U.S. or Canada (It can be a U.S. parent company.) You must select one of the nine geographies in number IV below.
- The International Management plan is for non-U.S. operations (in the selected global region) only
- The company will have between 1,000 and 20,000 employees.

II.. The Paper:

- Small groups of 5 or 6 will research, prepare a paper and present a discussion focusing on their company’s International Management plan and practices.
- The company will be a simple business in order to have a simplified International Management plan.
- While you don’t have to use all of the charts, etc. in the following templates, you must include all of the information listed on them.
- Use bullets, outlines, charts, etc. to make the plan concise and easy to understand.

III.. The International Management Plan

- Each group will submit a written International Management plan when due (See schedule.).
- Each section of the plan must outline what the text says about the topics and relevant management theories.
- Each group will present the International Management plan to the class (formal group presentation). (A copy of the slides given to Prof. Boyd at the presentation.)

A.. The International Management Plan must include the following 11 sections:

- 1 **Company Overview (Who the company is; describe the company: sales, products / services, location(s), numbers and types of employees, etc.)**
- 2 **Create a total company organization chart showing where your region / organization fits in.**
- 3 **State the company international management strategy (What does it want to accomplish? What outcomes; what development? Why?).**
- 4 **Create an International Management organization Chart (This is just the international management people) for just your company operation / region.**
- 5 **Particular international management Issues for company (cultural, economic, legal, political, geographic, workforce, diversity, etc.) in your region / location**
- 6 **The company international management policies and processes for your overall company.**
- 7 **How the policies and practices impact on the International Management activities and practices in your plan**
- 8 **Draw a flow chart showing items 6 and 7 above.**
- 9 **International Management Metrics Reports (What data will be collected, how, and analyzed)**
- 10 **What will be considered success for the International Management plan? How will it be measured? (a qualitative description of # 9 above)**
- 11 **Executive Summary**

IV.. Each Student will submit their confidential Peer Evaluation of their project group-members at the presentation. Individual grades are computed by multiplying the team score (0 – 10 points) by the average percentage on the peer reviews)

V.. The International Management Plan for a Global (non-North American) Company

Chapter references below are from Marquardt, Michael J and Engel, Dean W., Global Human Resource Development, (Prentice Hall, 1993) –ISBN –0-13-357930-1. The text has excellent summaries of cultural differences and human resource development around the world region by region.

A.. In Section IV, the HRD programs and practices of eleven regions are surveyed:

1. Western Europe (Chapter 10)
2. Eastern Europe (Chapter 11)
3. Middle East and North Africa (Chapter 12)
4. Africa (Chapter 13)
5. South Central Asia (Chapter 14)
6. East Asia (Chapter 15)
7. Japan (Chapter 16)
8. South Pacific Region (Chapter 17)
9. Canada (Chapter 18)
10. Latin America and the Caribbean (Chapter 19)
11. United States (Chapter 20)

Each chapter examines the cultural factors and economic and political environment and some of the best HRD programs of organizations in the region

B.. You Must select one of the 9 Regions: (U.S. and Canada are excluded)

- 1 **Western Europe (Chapter 10)**
 - twelve EC members (Belgium, Denmark, France, Germany, Greece, Ireland, Italy, Luxembourg, the Netherlands, Portugal, Spain, and the United Kingdom),
 - seven European Free Trade Association (EFTA) members (Austria, Finland, Iceland, Liechtenstein, Norway, Sweden, and Switzerland).
 - 2 **Eastern Europe (Chapter 11)**
 - Poland, Hungary, the Czech and Slovak Federative Republics, Slovenia, Croatia, Yugoslavia, Albania, Romania, Bulgaria, Armenia, Azerbaijan, Belarus, Kazakhstan, Kyrgyzstan, Moldavia, Russia, Tajikistan, Turkmenistan, Ukraine, and Uzbekistan.
 - 3 **Middle East and North Africa (Chapter 12)**
 - North Africa: Algeria, Libya, Morocco, and Tunisia.
 - Middle East: Egypt, Jordan, Lebanon, Syria, and the West Bank.
 - Gulf region: Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, the United Arab Emirates, and Yemen.
 - 4 **Africa (Chapter 13)**
 - 700 million people, one-eighth of the world's population, are citizens of fifty-three independent countries
 - 5 **South Central Asia (Chapter 14)**
 - Bangladesh, India, Nepal, Pakistan, and Sri Lanka
 - 6 **East Asia (Chapter 15)**
 - China, Korea, Taiwan, and Hong Kong
 - 7 **Japan (Chapter 16)**
 - Japan is made up of more than 3,000. Four large islands, Honshu, Hokkaido, Shikoku, and Kyushu, account for 98 percent of the land area and are home to virtually all of the population.
 - 8 **South Pacific Region (Chapter 17)**
 - Australia, New Zealand, Papua New Guinea, and Oceania (Melanesia, Micronesia, and Polynesia).
 - 9 **Latin America and the Caribbean (Chapter 19)**
 - over 40 countries with a population approaching 450 million people.
-

VI.. Project milestones for Group Project:
International Management Plan:

Project work completed Date	Class Session number (listed on course syllabus)	Business Plan Section	Milestone (completed)	Milestone #
1/28	3	1	Company Overview (Who the company is; describe the company: sales, products / services, location(s), numbers and types of employees, etc.)	1
2/4	4	2	Create a total company organization chart showing where your region / organization fits in.	2
2/11	5	3	State the company international management strategy (What does it want to accomplish? What outcomes; what development? Why?).	3
2/18	6	4	Create an International Management organization Chart (This is just the international management people) for just your company operation / region.	4
	6	5	Particular international management Issues for company (cultural, economic, legal, political, geographic, workforce, diversity, etc.) in your region / location	4
2/25	7	6	The company international management policies and processes for your overall company.	5
3/4	8	7	How the policies and practices impact on the International Management activities and practices in your plan	6
3/18	9	8	Draw a flow chart showing items 6 and 7 above.	7
3/25	10	9	International Management Metrics Reports (What data will be collected, how, and analyzed)	8
	10	10	What will be considered success for the International Management plan? How will it be measured? (a qualitative description of # 9 above)	8
4/1	11	11	Executive Summary	9
4/8	12		Submit completed / final Plan	

COMPANY DESCRIPTION:

(Describe your company organization, responsibilities, revenues, and costs.)

COMPANY HIGHLIGHTS: *(Company refers to only the non-U.S. organization being studied.)

NAME: *The Last laugh Company, Inc.*

Location: *Pristina, Kosovo; Galway, Ireland;*

Company Annual Revenue: *(local currency)- \$ 889,000,000*

Number of Employees (FTEs): *12,500*

Type of Business: *(Mining, mfg., retail, engr, hospitality, FINANCE, etc., etc.)*

PURPOSE OF BUSINESS: **(What does the company do?)**

COMPANY STRATEGIC PLAN AND GOALS:

Describe what the company wants to be in 24 months (a 2-year view), and what its business results should be.

Company Annual Revenue: (local currency)- \$ 900,000,000

Number of Employees (FTEs): 15,000

Type of Business: Education

What is the change between the present and the future 24 month goal?

This is primarily a description of the difference between I.. above and IV.. above

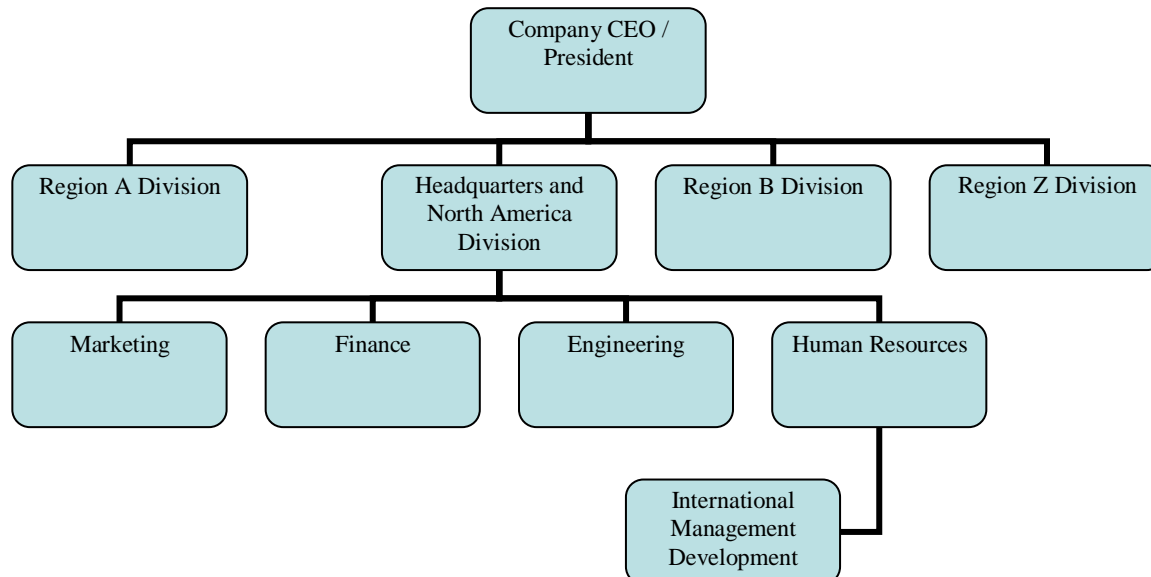
Company Annual Revenue: \$

Number of Employees (FTEs):

Type of Business:

STRUCTURE OF COMPANY OPERATIONS:

Draw a chart showing how the company is organized and structured. Show the divisions / groups / business units and functions (at least 4 levels). This will describe how you are organizing your company.



International Management STRATEGY:

I. THEORY FOUNDATION:

What does the text say? Use quotations to make it clear. What is International Management strategy and how is it used? What are some general principles and practices?

II. What are the KEY STATEMENTS about International Management that will form the basis for the plans?

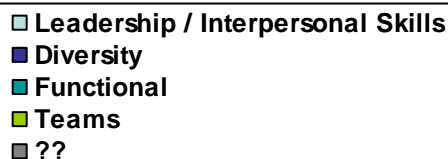
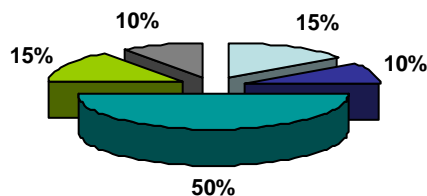
III. What are the KEY considerations affecting the KEY statements in # II above? (What are the key elements of an International Management strategy?)

IV. What are the KEY GOALS of the International Management strategy?

V. State the International Management Strategy for the company

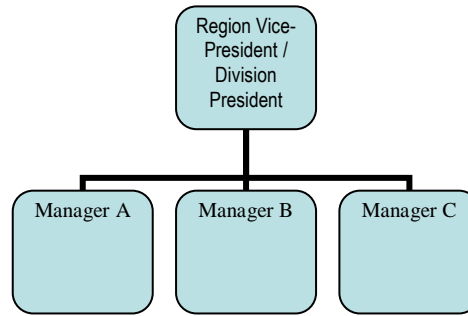
A. Draw a Pie Chart showing the strategic areas of manager / employee skill and knowledge that will need to be addressed:

1. Political
2. Economic
3. Leadership and interpersonal skill
4. Diversity
5. Functional (marketing, engineering, manufacturing, service, finance, etc.)
6. Teams
7.



International Management Department PLAN:

I. ORGANIZATIONAL DESCRIPTION



- a. Draw an organization chart of the Region.
There must be at least 10 managers, and you must have sufficient staff to meet your goals.

II. International Management Manager Descriptions:

TITLE / Position	How Many people hold this position?	Tasks, duties, responsibilities	

III. International Management Participant Compensation Plan:

TITLE / Position	Average Annual Salary per person	Total Annual Salary (number of people times average annual salary)	Total Benefits Cost	Total Compensation

IV. Who is responsible for this plan?

V. How is this plan measured?

COMPANY INTERNATIONAL MANAGEMENT & ISSUES:

- I.** What are the key laws (for your selected country) that have a significant implication? Include local laws where of particular significance to your company.
- a. (U.S. examples:) FLSA; Civil Rights Act; accounting rules, legal...; OSHA; ADA;;
 - b. Labor laws
 - c. Financial laws and regulations
 - d. Political laws / common law /
- II.** What other key considerations have a significant implication?
- a. Things important to your particular industry / business.
 - b. Things important to your geographic and environmental interests or conditions
 - c. Economic considerations
 - d. Financial considerations
 - e. Political considerations
 - f. Workforce demographics
 - g. Labor market
 - h. Competition

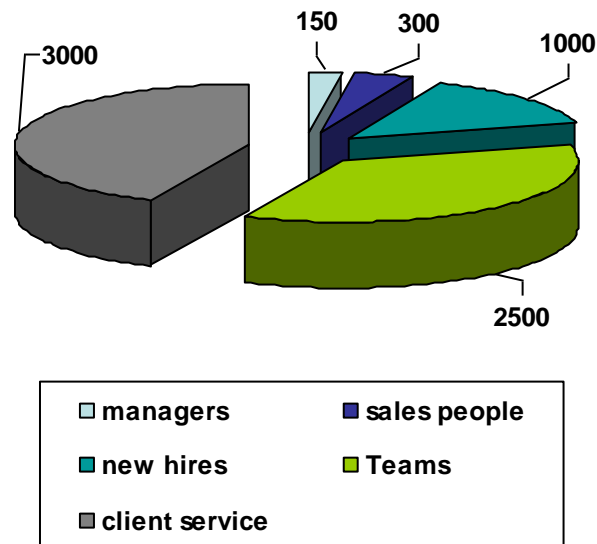
What are the key cultural differences between the U.S and your region?

<u>Cultural Factor:</u>	US/ Canada	
<i>RELIGION</i>		
<i>Education</i>		
<i>Economics</i>		
<i>Politics</i>		
<i>Family</i>		
<i>Class Structure</i>		
<i>Languages</i>		
<i>History</i>		
<i>Natural Resources/ Geography</i>		

The INTERNATIONAL MANAGEMENT Plan:

I. International Management Development

A. What is the number and type of people you will have to develop for the plan to succeed?



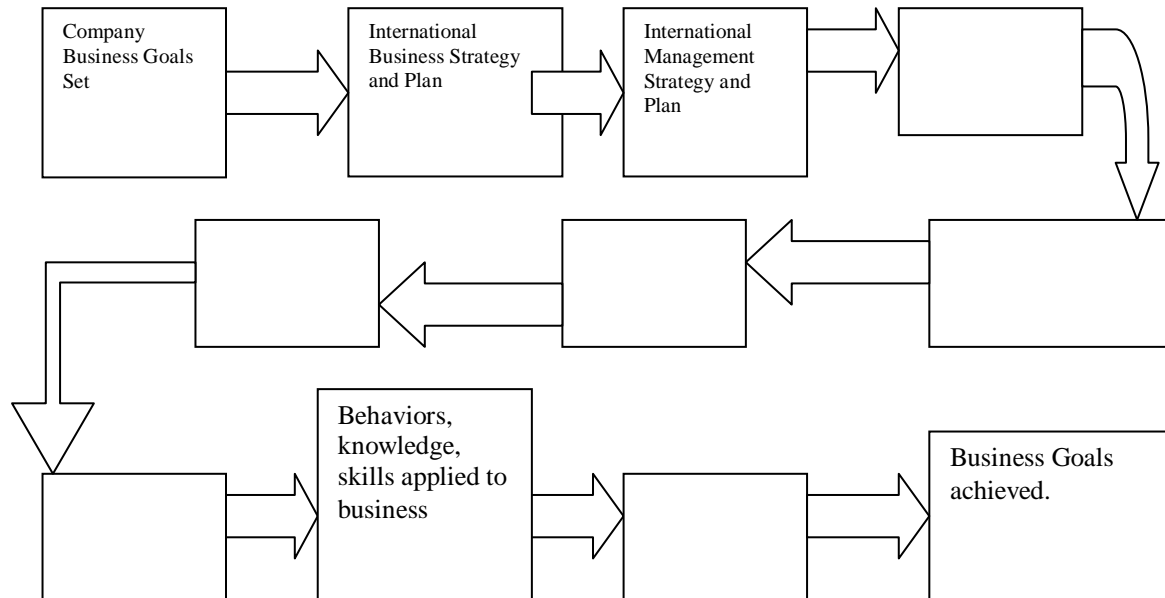
B. What methods will you use to train and develop your managers?

1. ..classroom - courses
2. ..video tape / CD / DVD
3. ..Web / Internet / Intranet
4. ..live broadcast (TV, Satellite, Web / Internet)
5. ..Written
6. ..Audio (tape, radio, CD, etc.)
7. ..job experience
8. ..seminars
9. ..mentoring & coaching
10. ..
- 11.

International Management Development PROCESSES:

I. Draw a flowchart of the international management Process.

II. Draw a separate flowchart of the Manager Development Process



III. International Management Development Activities and Processes:

A. In outline form, explain (in detail) each step / activity required by your processes outlined in the flowchart in number II (Manager Development) above.

SUCCESS for International Management Activity metrics

I. What are the overall performance criteria for the International Management Plan?

What are the key measures of success?

- 1. Outcomes / business results**
- 2. Costs**
- 3. Management retention**
- 4. Employee capacity**
- 5. .**

II. How will each activity be measured?

International Management Plan EXECUTIVE SUMMARY

This section of the plan will appear at the front of the plan. It will briefly state what each section of the plan will contain. It will include the highest level of information that each section will contain.

This is a summary of the entire plan. It is a one-page summary that the reader may use to understand the plan without having to understand the detail of the plan.

GROUP PRESENTATION Outline and Instructions:

RULES:

This is a presentation of how a real or invented non-U.S. company created by the group does international management. The group will invent a viable company (one that could actually operate in the real world) or research a real one. The company may be anything the group desires. There are, however, a few constraints or requirements:

- This is a presentation of how a researched or invented company created by the group does International Management. You may make up a company or use a real one
- This company must meet the requirements in the plan created by the group, and have an International Management requirement – i.e. must be a global / international company.
- Small groups of 5 or 6 will research, prepare and present a discussion focusing on their company's International Management plan.
- **The presentation outline (and slides) will include each section of the plan documented in the group project paper.**
- The presentation will be judged on the quality of the presentation itself; how informative and interesting it is; how prepared the group is; whether or not it is clearly about international management and its practices. It is required that each member participates and everyone will be graded for individual as well as group contribution by their peers (This will impact directly on the individual grade.).

Requirements:

1. Each team member must participate. (**Each student will be rated by their team mates.**)
2. Team members must collaborate in helping each other with presentation skills and preparation. The presentation will receive a group grade and the individual grades will include that group grade.
3. Multimedia tools (PowerPoint, the Internet, videos, audio, handouts, etc.) should be used to make the presentation effective and interesting. The presentations will be evaluated, in part, as they compare to each other. Therefore, it is unlikely that all will be graded as "A" presentations.
4. **A hard copy of the presentation and supporting materials must be given to Professor Boyd after the presentation.**
5. Each person must turn in their confidential "peer review" of their group mates at the end of the presentation.

Presentation Grading:

Measure / criteria	Points:	30
participation	5	Score: 10.00
theory explanation	5	
individual contributions	5	Letter Grade: A
time management	5	
question responses	5	
Overall	5	
scale: 0=failed; 1=poor; 2=so-so; 3=OK; 4=good; 5=excellent		

Individual grades are computed by multiplying the team score (0 – 10 points) by the average percentage on the peer reviews. 10 presentation points = 15 grade (percentage) points.

Suggestions:

- make up a kind of company that at least one member of the group has some knowledge about. (have worked at that kind of company, know someone who worked at that kind of company, studied one, etc.).

Start collecting information and creating the company at the beginning of the course.

Professor H. Michael Boyd, Ph.D.

..... Peer Review Input Sheet:

This is a ***confidential*** input from you to your professor. It is meant to make sure that the grades that each individual on your project team receives are the grade they earned. The total of all of the team's evaluations are multiplied against the group grade to determine the individual's grade for the group project (i.e.: if the group gets a 100% and one individual is only rated an average of 50%, they would only receive 50% of the possible points while others on the team receive the full 100% of the points.)

Your Name: _____.

Your Group number / Name: _____.

Members of your team:	Deserves A – 100%	Deserves B – 85%	Deserves C – 75%	Deserves D – 60%	Deserves F – 0%

This input must be turned in at the last class when presentations are done.

It is not optional – you must do an evaluation. Anyone not submitting an evaluation will receive an “F” for their peer evaluation score (which results in 0 points for the project)

