

## CASE STUDY PROJECT GUIDELINES

MGT 647 - INTERNATIONAL MANAGEMENT / FALL 2006

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**OBJECTIVES:** The purpose of this project is to gain an in-depth knowledge about a multinational firm by preparing a case study about its global operations. The case study should focus on the firm's operations in the context of the respective cultural environment of international business (language, religion, values and attitudes, law, politics, education, technology and material culture, and social organization). Read a broad range of materials on the chosen firm, synthesize and organize the accumulated information, and present this new knowledge in a cogent and coherent manner. The greater part of the writing should be your own and in your own words, demonstrative of the knowledge gained. While you may quote from and give credit to the authors/sources, avoid stringing together ideas and quotations from your sources. Papers written for other courses are not acceptable to satisfy the requirement of this course.

**NATURE OF PROJECT:** The proposed case project will be an in-depth study of a *Fortune* "Global 500" company. It should include, but not be limited to, the following details about the firm's global activities:

1. Pertinent details about the firm's operations in the context of the respective cultural environment of international business (language, religion, values and attitudes, law, politics, education, technology and material culture, and social organization) in its HOME country (other than the U.S.) and TWO HOST countries (other than the U.S.) where the firm has operations.
2. Organization background: history, industry/firm characteristics, philosophy, strategy, organizational structure and adaptations, and related details.
3. Attitude toward, and nature/extent of multinational involvement, and outlook for multinational involvement in the coming decade and thereafter, both in the HOME country and the TWO HOST countries.
4. Products/services provided by the firm.
5. Highlights of the firm's organizational functions: marketing, production, finance, human resource management, and others.
6. Highlights of the firm's managerial functions: planning, organizing, directing, and controlling.
7. Charts/graphs to augment the study: multinational presence, organization structure, financial and other comparative data.
8. Identification and analysis of TWO MAJOR ISSUES facing the firm, consistent with and linked to the study of the firm.
9. Short- and long-term recommendations to resolve the TWO MAJOR ISSUES, with adequate justification/support.
10. Conclusions/lessons that can be drawn from the study.

**GUIDELINES:** These guidelines are critical to the successful completion of the project:

1. It is expected and assumed that each student is familiar with the proper conventions associated with the research and the writing associated with a case study. If unfamiliar, utilize resources available in Meyer Library.
2. Use the accompanying "Common Rubrical Errors and Correct Form" document to avoid irregularities. The Writing Center in Sicheluff Hall 210 provides free consultation for any writing project. Contact: 417-836-6398 [www.missouristate.edu/writingcenter/](http://www.missouristate.edu/writingcenter/).
3. For the structure (organization) of the case study, adhere to the guidelines contained in: Robert L. Trewatha, Form and Style in Writing Formal Research and Case Reports (Springfield, MO: Southwest Missouri State University). This publication is available in the Baker Bookstore. See "ORGANIZATION OF CASE STUDY" which follows this section.
4. For print and electronic resources, cite the source and prepare the REFERENCES according to the "Style Guide for Authors" available at the Academy of Management Journal (AMJ) web site [http://aom.pace.edu/amjnew/style\\_guide.html](http://aom.pace.edu/amjnew/style_guide.html).
5. Reference material mix must consist of no more than 30 percent from in-house, company publications, with the remainder coming from external, professional literature.
6. All submissions should be typewritten, text double-spaced within and between paragraphs, proofread, and free from all typographical and other irregularities. Allow a one-inch margin throughout. If unfamiliar with form and style, seek help.
7. Use letter-quality or near-letter-quality, 10- or 12-point size font; dot-matrix, draft-mode is not acceptable.
8. All exhibits (charts, tables, etc.) should be self-explanatory with appropriate headings, labels, and source data, and proper links to the relevant text. Single spacing is permissible within tables and charts.
9. Use plastic spiral binding to secure the final paper.
10. Submit with the final paper, in a separate envelope, all research note cards (3"x5" or 5"x7") properly organized with necessary details, all previously graded phases of the project, and a copy of the title page of the case study.
11. Retain a copy of the paper for personal use; the instructor will retain the one submitted for evaluation.

**ORGANIZATION OF CASE STUDY:** The organization of the case study should adhere to the guidelines contained in: Robert L. Trewatha, Form and Style in Writing Formal Research and Case Reports (Springfield, MO: Missouri State University). This publication is available in the Baker Bookstore. The case study should include the following items and chapters with appropriate subsections/details, in the proper order:

1. A title page with complete course and author details.
2. A "Table of Contents" showing all major sections and subsections with respective page numbers.
3. Introductory chapter containing a detailed statement of purpose, scope, limitations, description of the sources and methods of data collection, and organization of the case study.

4. The major part of the case study, organized into chapters with subsections, covering:
  - a. External environmental analysis to include environment, economic conditions, demand/supply, competitive conditions, technology, and the firm's business involvement, and summary, within the context of the cultural environment of the HOME country and the TWO HOST countries.
  - b. Internal (organization) analysis to include objectives, strategies, structure, functions, SWOT analysis, and summary, within the context of the cultural environment of the HOME country and the TWO HOST countries.
  - c. Detailed discussion of TWO MAJOR ISSUES facing the subject firm and related concerns.
  - d. Recommendations, short-term and long-term, that would enable the firm to steer itself into the right direction, consistent with its mission and goals.
5. Summary and Conclusions.
6. References
7. Appendices and Exhibits.

**RESOURCES:** A variety of resources are available to help you with your research and analysis, a sample list of which follows:

1. Meyer Library: Since the project will require extensive use of library resources, take a tour of the Meyer Library. Access the Reference Department's homepage at <http://library.missouristate.edu/meyer/reference/> for a schedule of library tours or contact the Meyer Library for details. Specifically, get acquainted with the following, among others:
  - a. Periodicals: *The Wall Street Journal*, *BusinessWeek*, *Fortune*, *Newsweek*, *Time*, *U.S. News & World Report*, etc.
  - b. Electronic data bases/reference services: *Lexis/Nexis*, *STAT-USA*, *Disclosure*, *Internet*, *CIA World FactBook*, etc.
  - c. Indices/references services: *Wall Street Journal Index*, *New York Times Index*, *Moody's*, *Standard & Poor's*, *Value Line*, *U.S. Industrial Outlook*, *U.S. Government documents*, *United Nations publications*, etc.
2. Company publications: Annual reports, internal publications, press releases, promotional materials, web sites.
3. Unpublished material:
  - a. Personal interviews with company officials or individuals familiar with the company
  - b. Internal newsletters, and other intra-organizational communications

**TEAM MEETINGS:** Meet with the instructor periodically to review project progress. Any intragroup problems that might surface should be brought to the attention of the instructor on a timely basis.

**PROJECT EVALUATION:** The essential factors for a successful project include (1) promptness and professionalism with respect to various phases of the project; (2) organization and contents--depth, breadth and completeness; and (3) form, style, neatness, spelling, grammar, and related rubrics. *Since this is a group activity, the success of the project positively depends upon teamwork.* "Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishment toward organizational [*persona*] objectives. It is the fuel that allows common people to attain uncommon results." Peer evaluation of individual contribution will play a critical part in each team member's project grade. Each team should elect a team leader to coordinate team efforts and maintain a log of team meetings and member attendance on a specified form. The instructor will review the log periodically and will collect it at the time of oral presentation of the project to the class. Plagiarism and/or other forms of academic dishonesty will result in XF grade being assigned for the course.

**PROJECT PHASE, DUE DATE, ASSIGNMENT/ACTIVITY, AND POINT VALUE:**

<i>Phase</i>	<i>Due Date</i>	<i>Assignment / Activity</i>	<i>Points</i>
I	AUGUST 29	Agreement on subject company	5
II	OCTOBER 3	Submit the following, <i>in proper format and order</i> , for evaluation and feedback: (i) Title page (ii) Statement of purpose (not less than one page) (iii) Descriptive table of contents (iv) List of references used in preparing the above, which will remain substantially the same for the final paper	20
III	NOVEMBER 14	Submit final case study, research note cards (3"x5"or 5"x7"), and all previously graded project phase works, for evaluation/feedback	110
IV	DECEMBER 5	Project presentation	25
		Total Points Possible	160

**A WORD OF ADVICE:** It is your responsibility to make sure that you understand the foregoing and complete the project accordingly. Apply what you have learned: plan, organize, direct, and control your efforts. It can lead to a superior performance, a superior grade, and naturally, to a very rewarding learning experience. GOOD LUCK AND GODSPEED!