



The Global Context of Business

**Marshall School of Business
University of Southern California**



Marshall's Global Initiatives

- MBAs
 - Global Context/PRIME
 - PM.GLOBE
 - ExPORT
 - Global Digital Strategies (elective)
 - ABAC
 - Riverkids
 - International Exchange Program
 - International Business Consulting Project
- Undergraduates
 - GLP
 - LINC
 - ExCEL
 - Women's Leadership
 - Global Business Brigades
 - International Case Competitions
 - International Exchange Program
 - Global Summer Internship



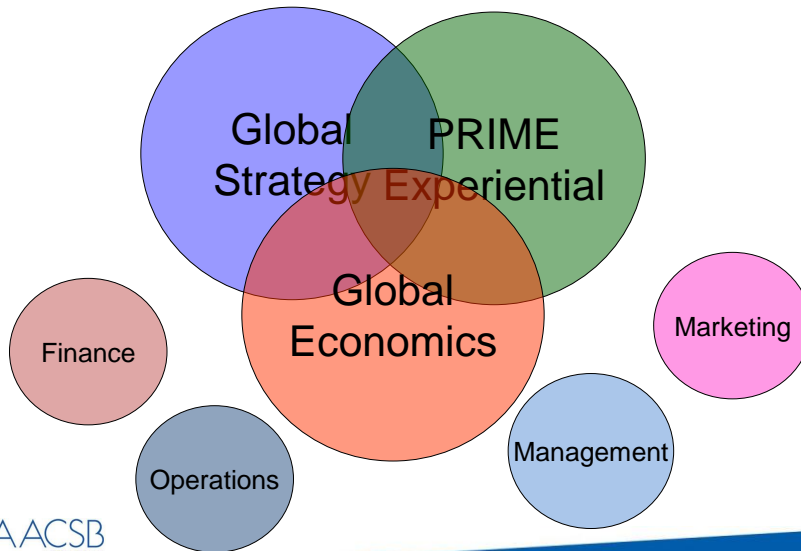
Scope of Global Activities

700+ MBAs	600+ Undergraduates
24 faculty	18 faculty
18 staff	19 staff
15 countries	15 countries
Over 150 companies	Over 150 companies

Evolution Over Time

- Phase I – Prior to 1997
Faculty led electives, IBCP, IEP, EXPORT
- Phase II – 1997 – 1999
PRIME
- Phase III – 1999 – 2002
PM.GLOBE, Case Competitions
- Phase IV – 2002 – 2004
ABAC
- Phase V - 2004 – 2009
GLP, LINC, Global Summer Internships, ExCEL
- Phase VI – 2009 - Present
CSR initiatives, Women's Leadership, Global Context of Business

Global Context Course -- Interdisciplinary



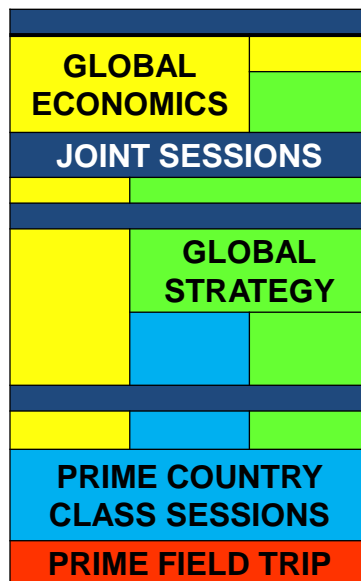
Course Objectives

Integration and application of frameworks, models, tools, and concepts from various perspectives to a real world global setting

- Impacts of globalization
- Global strategic thinking
- Economic environment for global and international business.
- Global competition and global challenges and opportunities
- Business environment in other countries
 - Culture, politics, economics, history, infrastructure, institutions
- Ethical issues and corporate social responsibilities in global business

Global Industry and Company Research Projects

- Project team assigned to an industry and a company in that industry
- Global industry analysis report
 - Global competitive analysis of specific industry
- Company research project
 - A specific company in the industry from the PRIME country
 - Analysis of strategic issues important to the company
 - Presentation to company senior management in country



Global Context Course

Integrated learning
experience with five main
components (4.5 Units)

Theory/Frameworks, Applications and Experiential Learning

- Theory, frameworks, and analysis
 - Global Strategy and Global Economics
- Application to a specific industry
 - Global industry analysis report
- Application to one or two specific countries
 - PRIME pre-trip class sessions
- Application to a Specific Company
 - Company research project
- Experiential Learning
 - PRIME field trip and company visits
 - Presentations to company senior managers

Integrated Class Sessions – Team Taught

- Four class sessions jointly taught by Global Economics and Global Strategy faculty
- Six-hour conference jointly taught by Global Economics, Global Strategy, and PRIME faculty in conjunction with guest speakers
 - Global citizenship, corporate social responsibility, and ethical issues in conducting global and international business

PRIME Field Trip – Experiential Learning

- Nine day trip
- Company visits
 - Meetings with senior managers
 - Plant visits
 - Company research project presentations
- Observation
 - Stores, transportation, infrastructure, etc.
- Briefings, debriefings, discussion before/after visits

Destinations

Moscow
Hanoi /Bangkok
Hong Kong/Guangdong
Shanghai/Beijing
Tokyo
Sao Paulo/Buenos Aires

Industry and Company Research Projects

- Global coffee industry
 - Marketing strategy for introducing a new coffee product in Thailand
 - For a major global coffee company
- Global infrastructure construction industry
 - Strategies for structuring international investment funds for infrastructure development in Brazil
 - For a Brazilian infrastructure development company
- Global used car industry
 - Selecting new countries in Asia and Africa to enter and developing an entry strategy
 - For a Japanese used car retailer

PRIME Integration Evolves with Experience

- **Prior to 2002**
 - Common sessions – Each taught by a different professor
 - Global Marketing, Global Operations, Global Finance, etc.
 - Country sessions
 - Country expert guest speakers brought in
 - Little integration across the sessions
 - Company research projects presented to faculty and class after the field trip
- **2002 to 2006**
 - No common sessions
 - Separate courses cover Global Strategy and Global Economics issues
 - Marshall faculty teach more and more of the country-specific content
 - Marshall faculty develop country expertise over time
 - Country-specific content more tightly integrated
 - Company research projects presented to managers during the field trip company visits
- **2007-2010**
 - Integrated common sessions
 - Global Strategy and Global Economics professors teach integrated common sessions in addition to their separate Global Strategy and Global Economics courses
- **Current**
 - Global Strategy, Global Economics, and PRIME integrated into one course

Under the Radar Implementation

Summer

- Selection of countries and faculty recruitment
- Air travel and ground arrangements secured

Fall

- Faculty coordination meeting
- Faculty pre-trip travel, company visits and projects secured
- Student selection of PRIME country sites
- Staff recruitment
- Coordination of required travel documentation (visa, etc.)
- Syllabus finalized

Spring

- Travel risk assessment and contingency plans
- Class begins
- Faculty coordination meeting
- Student selection of projects
- Faculty form student teams
- Travel schedules and company visits confirmed
- Air tickets and travel documentation distributed
- PRIME travel

Summer

- Faculty meeting
- Program debrief and evaluation
- Planning for next year.

Infrastructure

- Office of Global Programs and Partnerships – provide all academic and logistical support (5 full-time staff)
- Executive Director, International Experiential Learning Programs
- Faculty Academic Advisor, International Experiential Learning Programs

Key Lessons

- Start small and build over time
- Allow constant faculty innovation before standardizing the curriculum
- Full commitment from senior administration
- In-house logistical support group
- Transfer of expertise and ideas across programs
- Incentive for faculty participation and coordination
- Involvement from faculty across disciplines

Challenges

- Coordination of faculty across multiple components
- Developing integrated course materials
- Consistency of PRIME pre-trip sessions across countries
- Travel Risks and Contingency Planning
- Peak workload in the spring
- Developing new faculty with expertise
- Innovation vs. leveraging past successes