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  
24 faculty  
18 staff  
15 countries  
Over 150 companies  

600+ Undergraduates  
18 faculty  
19 staff  
15 countries  
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
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