

<b>Module Title:</b>	<b>Global Business Strategy and Responsibility: Historical Perspectives</b>
<b>Module Convenor:</b>	<b>Professor Teresa da Silva Lopes</b>
<b>Assessment:</b>	<b>Take Home, Open Assessment – By Invitation from Professor Piga Students</b>
<b>Maximum word count:</b>	<b>2000 words (Part 1) + 500 words (Part 2)</b>
<b>Release:</b>	<b>18 April 2024</b>
<b>Submission:</b>	<b>30 April 2024, 17.00 hours</b>
<b>Weighting:</b>	<b>100%</b>

### **Important information**

Submission for 'By Invitation from Professor Piga Students' is **by 30 April 2024, 17:00 hours**

Submission of your assessment will be made via a **link that you will receive soon from the School**

A penalty of 1 mark will be deducted for late submissions that are made within the first hour after the deadline. Submissions that are more than one hour late but within the first 24 hours of the deadline will incur a penalty of 3 marks of our 30. After the first 24 hours have passed, 3 additional marks will be deducted for every 24 hours (or part thereof) that the submission is late for a total of 5 days. After 4 days it is treated as a non-submission and given a mark of zero.

If you are unable to complete your open assessment by the submission date indicated above because of Exceptional Circumstances, you can apply for an extension to Professor Gustavo Piga. If unforeseeable and exceptional circumstances do occur, you must seek support and provide evidence as soon as possible at the time of the occurrence. Applications must be made before the deadline to be considered.

**Please take proper precautions to safeguard your work and remember to make backup copies of your data. Computer failure and theft of your equipment or storage media are not considered exceptional circumstances and extensions cannot be granted for work lost for these reasons.**

## Word count requirements

The word count for this assignment is **2000 words (Part 1) + 500 words (Part II)**.

The main text for this assignment must be word-processed using a common font (eg. Times New Roman, Arial, Calibri, Helvetica, or Verdana), font size 12, double spacing, minimum 2cm margins all around.

What is in the word count?

The word count includes:

- the main text, including in-text reference citations and quotations.

The word count **does not** include:

- Abstract/executive summary
- Title page
- Appendices. These may be used to include supporting data, which may be too detailed or complex to include as a Table. They are not a device to incorporate material, which would otherwise cause you to exceed the word limit.
- Contents page (optional)
- Tables, figures, legends
- Reference lists
- Acknowledgements

## Criteria of evaluation:

- 10%** - **Structure and presentation:** a clearly written and structured essay, using an acceptable referencing style such as Chicago or Harvard.
- 30%** - **Choice of the case study and use of supporting evidence:** adequate choice of the case study to analyse, supported by relevant evidence and citation of sources.
- 20%** - **Historical approach:** demonstration of how the historical context shaped events and decisions by the MNE, and how that impacted on its evolution over time.
- 30%** - **Application of knowledge and arguments:** demonstrate an ability to apply a body of knowledge, concepts and frameworks taught in the classes with relevance to solve/explain the issues related to the chosen case study.
- 10%** - **Synthesis and conclusion:** ability to offer a conclusion which draws patterns, and provides an overall, comparative, and critical analysis of the case study.

## Introduction and Learning Objectives

Please read this entire document before starting the assessment. **The Assessment has two parts.** If there is anything you do not understand then please contact the module leader. The purpose of this assignment is to assess your knowledge and understanding of the materials covered in the

module, your ability to conduct research and to apply the theories, frameworks, and concepts drawing on a historical perspective.

## The Assessment

**This Assessment has TWO PARTS:**

### PART 1

Word limit: 2000 words

Choose one multinational enterprise (MNE) that has invested in a market which was already or became high-risk, and the MNE had to use prevention and/or mitigation strategies to remain in that market.

High-risk environments are those environments that are volatile, uncertain, and unpredictable, and are caused by the cumulative impact of multiple types of risks which are external to the firm. They may impact negatively on the performance and profitability of the firm. Often costs of insurance in these markets are high or assets are difficult to insure as they cannot easily be predictable (eg. war, pandemic, earthquake, tsunami etc).

Prevention strategy involves taking steps to counter a potential problem before it occurs, whilst a mitigation strategy involves reducing the impact of a problem once it has occurred. In the case of government corruption, for example, prevention may involve lobbying the host country government, whilst mitigation may involve partnering with other firms (perhaps local firms) in order to spread the risk of capital loss.

1. Title – provide a title for your essay with an indication of the name of the MNE and the host country being analysed (not included in the 2000 words count)  
e.g. Singer in Russia 1897-1917.
2. Abstract - Provide an abstract (about 150 words, not included in the 2000 words count) with an overview of the essay that you have prepared.
3. Introduction to your essay - Provide an introduction of the MNE and an historical overview of the evolution of the MNE, highlighting its internationalization history, and providing an idea about the significance of the MNE in the global industry/industries where it operates (e.g. market share). You can also provide an outline of what you will do in the following sections.
4. Select ONE foreign market to which the MNE has entered, and which was at the time of entry or later became of very high risk, and do the following analysis:
  - 4.1 Discuss the original motivations for entering that market, and the rationale for the choice of mode of entry. Use frameworks/ theories discussed in the classes. (No need to describe/explain the frameworks, just apply them). Analyse how the mode of entry evolved over time.  
e.g. you can use Alan Rugman's matrix on country specific advantages vs. firm specific advantages, to explain the international business strategy followed by each of the MNEs.

4.2 Explain why that market became of extreme high-risk. Analyse and distinguish the different types of risk that contributed to that situation.

5. Discuss the significance of any corporate social responsibility practices that the MNE might have, and analyse how those practices have evolved over time and across regions. Also assess how the high-risk situation impacted on the level of responsibility of the MNE and its corporate strategy. Illustrate your points of view.
6. Investigate the general adequacy of the organizational structure to the corporate strategy. Did the MNE have to change its organizational design in order to be able to remain in the market after the risky situation occurred [e.g. by changing the mode of entry; by changing the top management; by moving all or part of the headquarters to another location (financial, legal or strategic headquarters); or by changing the format of the organizational structure]. Also, provide a brief analysis of the level of centralisation of decision taking place, and how it enabled (or prevented) the MNE from responding in a timely fashion to the high-risk events.
7. If you have information about the entrepreneur(s) who managed the business at the time the high-risk situation occurred, explain how they dealt with it (e.g. how they assembled and reallocated resources etc).
8. Conclusion – Provide a conclusion where you discuss **critically** the strategies followed by the MNE, its ability to operate in high-risk environments, and also the MNE positioning in terms of responsibility in the host market.

## **PART II**

Word limit: 500 words (excluding references etc)

Reflecting on ONE of the three case studies discussed in the classes - Singer Sewing Machine in Russia, United Fruit Co. in Guatemala, or Aristotle Onassis and the Greek Shipping Industry - answer the following TWO questions:

1. What are the main lessons from the past relating to the case study?
2. Can those lessons be applied to present day multinational business? Explain how, and provide illustrations.

**END OF ASSESSMENT FOR 'BY INVITATION FROM PROFESSOR PIGA STUDENTS'**