International Business and Cross-Cultural Management

CASE STUDIES

1. Lecture 2 Doing Business in Saudi Arabia

   Read the case Doing business in Saudi Arabia and answer the following questions:

   (a) Has religion been the main factor shaping Saudi culture, or are other factors at work here? What are those factors, and how important do you think they are?

   (b) Do you think that business practices in Saudi Arabia are likely to differ from business practices in Germany, and if so how?

2. Lecture 2 Matsushita’s and Japan’s Changing Culture

   Read the case “Matsushita’s and Japan’s Changing Culture” and answer the following questions:

   (a) What were the triggers of cultural change in Japan during the 1990s? How is cultural change starting to impact on traditional values in Japan?

   (b) How might Japan’s changing culture affect the way Japanese businesses operate in the future? What are the potential implications of such changes for the Japanese economy?

   (c) How did traditional Japanese culture benefit Matsushita during the 1950s-1980s? Did traditional values become more of a liability during the 1990s and early 2000s? How so?

   (d) What is Matsushita trying to achieve with human resource changes it has announced? What are the impediments to successfully implementing these changes? What are the implications for Matsushita if (a) the changes are made quickly or (b) it takes years or even decades to fully implement the changes?

3. Lecture 2 McDonald’s and Hindu Culture

   Read the case “McDonald’s and Hindu Culture and answer the following questions:

   (a) What lessons does the experience of McDonald’s in India hold for other foreign fast-food chains and retail stores?

   (b) Is there anything that McDonald’s could have done to have foreseen or better prepared itself for the negative publicity associated with the revelation that it used beef extract in its frying oil?

   (c) How far should a firm such as McDonald’s go in localizing its product to account for cultural differences? At some point, might it not lose an advantage by doing so?
4. **Lecture 3 Building Market Economy in India**

   Read “the Country Focus on India ” and answer the following questions:

   (a) What kind of economic system did India operate under during 1947–90? What kind of system is it moving toward today? What are the impediments to completing this transformation?

   (b) How might widespread public ownership of businesses and extensive government regulations have impacted (i) the efficiency of state and private businesses, and (ii) the rate of new business formation in India during the 1947–90 timeframe? How do you think these factors affected the rate of economic growth in India during this time frame?

   (c) How would privatization, deregulation, and the removal of barriers to foreign direct investment affect the efficiency of business, new business formation, and the rate of economic growth in India during the post-1990 time period?

   (d) India now has pockets of strengths in key high-technology industries such as software and pharmaceuticals. Why do you think India is developing strength in these areas? How might success in these industries help to generate growth in the other sectors of the Indian economy?

   (e) Given what is now occurring in the Indian economy, do you think the country represents an attractive target for inward investment by foreign multinationals selling consumer products? Why?

5. **Lecture 3 Snapple Just Can’t Get it Right : American Products Don’t Suit the Japanese Consumer**

   Read “Snapple Just Can’t Get it right: American Products Don’t Suit the Japanese Consumer” and answer the following questions

   (a) List reasons that Snapple was not accepted by the Japanese market

   (b) Visit Snapple’s home page and study their products. Identify corporate cultures of Quaker Oats and Seven Eleven (Japan) through their home pages and identify which Company’s culture fits to Snapple’s

6. **Lecture 4&5 A new System Installment of Sanki Denki**

   See and Read “ A New System Installment of Sanki Denki (Thailand) and answer following Questions.

   (a) Identify how cultural differences between Tamura and Somkiat have affected their relationship at the workplace.

   (b) If you were Tamura, how would you have managed or prevented delay of JIS installment to the shop floors of the factory?

   (c) If you were Somkiat, how would you have dealt with Tamura when JIS project installment was delayed?
7. **Lecture 4&5   The Case for Marketing Good Beer in Thailand**

Read “Marketing Good Beer in Thailand and answer the following questions

(a) Are the promotional campaigns used by the major beer companies appropriate for Hans? Why or why not?

(b) How these environmental variables should be considered for Hans business?
   
   a. Geographical
   b. Economic/Financial
   c. Cultural
   d. Political/legal

8. **Lecture 4&5   “Diane Page”**

Read the case “Diane Page” and answer the following questions.