

MGMT 6367

Individual Case Assignment Instructions

The purpose of this assignment is to identify and apply IOM (International Operations Management) concepts/tools to solve problems in managing international operations. To this purpose, you should find an interesting IOM problem from the real business world and think about how you can apply the IOM concepts/tools that you learned in this course to solve the problem.

More specifically, each individual should:

- Find a problem in managing international operations from the real business world (from his/her own work or from any business articles/cases)
- Identify specific IOM concepts/tools that can be applied to the problem
- Apply an appropriate IOM concept/tool or a set of appropriate IOM concepts/tools to propose a solution to the problem
- Analyze the expected results that may be obtained when the solution is implemented.

The table in the appendix below will serve as the grading rubric for this assignment.

The report should be 10-15 pages in length including the cover and appendices, with 1" margins on all sides, double-spacing, and 12 point font. The cover of the report should include title, class code and name, section number, your full name, and date of completion.

The report **must** follow the outline below:

1. Abstract (150 words maximum)

- Summarize the entire report, including problem statement, IOM concepts/tools that have been applied to the problem, and expected results of the proposed solution.

2. Background information

- Clearly state whether the problem is from your own work or from business articles/cases. If it is from business articles/cases, provide its source (title, author, name of the journal, date published).
- Briefly introduce the company background (e.g., name, products, business size, location, internal/external interesting facts, etc).

3. Problem Description

- Describe the problem clearly and specifically.
 - You should focus on a *single* problem, although you can introduce several other issues for informational purposes.

- The problem may involve either operational decision-making or process improvement in managing *international* operations.
 - This section must include a problem statement starting with, e.g., “This paper considers the problem of determining ...”, “The main problem of the firm is how to ...”, etc, either in the beginning or at the end of the section.
4. IOM concepts/tools that can be applied
- Describe *what* specific IOM concepts/tools can be applied to the problem and *why* they are appropriate to the problem. This section should make it clear that you understand the concepts/tools you are about to use.
5. Application of IOM concepts/tools
- Choose an IOM concept/tool or a set of IOM concepts/tools among the ones provided in section 4 and apply it to propose a solution to the problem.
 - This section should *include your work/calculations in details* to show *how* you have applied the IOM concept/tool(s) to develop the solution.
6. Analysis of expected results
- Analyze the expected results of the proposed solution.
 - The expected results may include cost/revenue impact and/or improvement of operational performance. You must be specific to receive full credit.
 - Discuss the pros and cons of the suggested solution.
7. Conclusion

The meaning of a problem in managing international operations will become clearer as you study this course. As you can see in the textbook contents and course schedule, an IOM problem may involve global operations strategy, global sourcing, global supply chain management, logistics network design for global operations, risk management in global operations, information management for global operations, process design and improvement for global operations, etc.

You are encouraged to find a problem from your own work if you work for a multinational company, so that you may apply to your work the concepts/tools that you learned from this course. However, if you want to find a problem from business articles/cases, you can find one from any journals/newspapers such as The Wall Street Journal, Business Week, Forbes, Harvard Business Review, and so on. Or you can surf the Internet to find an interesting article/case.

Examples of the IOM concepts/tools that can be applied to your problem include Strategic Importance and Criticality Matrix, third-party logistics, criteria for backward vertical integration versus development of local suppliers, framework for supply chain structures, three approaches for the orientation of facility networks, operational flexibility for minimizing operating exposure, ERP/SCM systems, etc.

Appendix: Expectations for the individual case assignment

	Below Expectations	Meets Expectations	Exceeds Expectations
1. Identification of problem in managing international operations	Lack of understanding about what problems are faced when managing international operations. Problem description may be vague.	Accurately identifies problems in managing international operations but may omit issues of minor significance.	Accurately identifies problems in managing international operations and describes the problems clearly and specifically.
2. Identification of appropriate IOM concepts/tools	Fails to identify appropriate IOM concepts/tools that can be applied to the identified problem or selects inappropriate IOM concepts/tools.	Identifies appropriate IOM concepts/tools that can be applied to the identified problem.	Identifies a novel approach that combines multiple IOM concepts/tools that can be applied to the identified problem.
3. Application of IOM concepts/tools	Inappropriately applies the selected IOM concepts/tools to the identified problem.	Appropriately applies the selected IOM concept/tools to the identified problem although the application may lack some depth.	Applies the selected IOM concepts/tools expertly in detail and in depth to the identified problem.
4. Analysis of results	Superficial or absence of analysis. May analyze results that are not directly related to the solution.	Provides some analysis of results related to the solution. May omit discussion of some results.	Provides in-dept analysis of all significant results related to the solution.
5. Discussion of implementation issues	Limited discussion of possible action plan(s).	Discusses specific action plan(s) relevant to the solution.	Provides specific action plan(s) and in-depth discussion of possible implementation issues.