

INT 700 Milestone Two Guidelines and Rubric

Overview: In Milestone One, you established the rules of the game set by industry conditions during your exploration of the industry leg of the strategy tripod framework. Milestone Two incorporates the two remaining pillars of the tripod and introduces the management foundations of international growth strategy. You will apply this knowledge during your continued analysis of your firm's present and future strategy to complete your final project. This milestone is due in **Module Four**.

Prompt: Your final project entails developing a full strategic analysis of a publicly held multinational enterprise (MNE). For Milestone Two, you will submit your draft of the next portion of your strategic analysis, covering strategy tripod pillars two and three. While researching for your assignment, be sure to keep your references recent (within the last three years).

Specifically, the following **critical elements** must be addressed:

- III. **Strategy Tripod Pillar Two: Internal Resources, Capabilities, and Relationships (Strengths and Weaknesses):** Evaluate the strategic importance of internal firm resources, capabilities, and relationships on global competitiveness (strengths and weaknesses). Consider how an MNE's internal competencies inform the success of its international market, resource, and relationship-related activities.
 - A. Analyze the **value, rarity, imitability, and organizational embeddedness (VRIO)** of the firm's resources, relationships, and capabilities (i.e., competencies) in performing the industry's value-chain functions.
 - B. How well do the firm's competencies address the **industry's dynamics** (e.g., key success factors, key drivers of change)? Do any of the existing competencies along the value chain reach the core or distinctive levels of competitiveness over the MNE's global rivals?
 - C. What competency (or competencies) should the MNE enhance to garner greater **global competitiveness** within the industry? How should the firm acquire, outsource, or internally develop them?
- IV. **Strategy Tripod Pillar Three: Institutional and Cultural Conditions (Opportunities and Threats):** Evaluate the strategic importance of institutions on global competitiveness (opportunities and threats). Consider how institutions and cultures inform the success of your MNE's international market, resource, and relationship-related activities.
 - A. How do trends in **formal institutions**, such as governance and legal systems or domestic, foreign, and global regulations and trade policy, inform the MNE's global strategy policy and tactics?
 - B. Contrast U.S. national **culture** with the cultural traits, mind-sets, and norms of a country where the MNE has significant business activities or interest. How do the differences inform management's strategic policy and tactics in the various functional areas of business, such as operations, research and development, human resources, marketing and sales, and so on?
 - C. Are conditions within the institutional environment reducing or increasing management's **uncertainty** about the MNE's competitiveness in global markets? Which is currently a greater concern for your MNE—informal or formal institutional factors? Justify your rationale.

- V. **Business-Level Strategy: Entrepreneurial Strategic Policy, Decision Making, and Internationalization Tactics:** Analyze the strategic importance of global competitiveness in regard to the five entrepreneurial and internationalization substrategies. Consider how the strategy tripod informs the MNE's use of these substrategies to pursue its international market, resource, and relationship-related needs.
- How effectively is the MNE managing entrepreneurial opportunity? In your answer, consider which of the five **entrepreneurial strategies** that characterize a growth-minded firm have been taken.
 - Discuss how institutional, resource, and industry-based factors have informed the MNE's pursuit of **entrepreneurship opportunities**. How can the firm best leverage these conditions?
 - How do the MNE's strategic policies align with the location-specific advantages of its present **global footprint**?
 - Evaluate the MNE's choice of **entry mode and tactic timing** during its recent entry into foreign markets. How effectively did these initiatives impact the MNE's liability of foreignness? What trade-offs in flexibility, risk, control, and profitability were involved in their entry mode decisions?
 - Does the firm possess the resources, capabilities, or relationships to offset its **liability of foreignness** to compete in one of today's emerging markets?

Rubric

Guidelines for Submission: Your paper should be a 5- to 7-page Microsoft Word document with double spacing, 12-point Times New Roman font, one-inch margins, and sources cited in APA format.

Critical Elements	Exemplary (100%)	Proficient (90%)	Needs Improvement (70%)	Not Evident (0%)	Value
Strategy Tripod Pillar Two: VRIO	Meets "Proficient" criteria and provides supporting evidence to enhance examples	Analyzes the VRIO aspects of the firm's resources, relationships, and capabilities and addresses the performance of the industry's value-chain functions	Analyzes the VRIO aspects of the firm's resources, relationships, and capabilities but does not address the performance of the industry's value-chain functions	Does not analyze the VRIO aspects of the firm's resources, relationships, and capabilities in performing the industry's value-chain functions	8.5
Strategy Tripod Pillar Two: Industry Dynamics	Meets "Proficient" criteria and provides supporting evidence to enhance examples of the level of competitiveness of the competencies	Discusses how the firm's competencies address the industry's dynamics and addresses whether existing competencies reach a level of competitiveness over global rivals	Discusses how the firm's competencies address the industry's dynamics but does not address whether existing competencies reach a level of competitiveness over global rivals	Does not discuss how the firm's competencies address the industry's dynamics	8.5

Critical Elements	Exemplary (100%)	Proficient (90%)	Needs Improvement (70%)	Not Evident (0%)	Value
Strategy Tripod Pillar Two: Global Competitiveness	Meets “Proficient” criteria and provides examples of what the enhancements would offer for the firm	Discusses which competency (or competencies) the MNE should enhance and how the firm should acquire, outsource, or internally develop them	Discusses the competency (or competencies) but not which one(s) the MNE should enhance to garner greater global competitiveness within the industry	Does not discuss which competency (or competencies) the MNE should enhance to garner greater global competitiveness within the industry	8.5
Strategy Tripod Pillar Three: Formal Institutions	Meets “Proficient” criteria and provides examples of how different trends may inform global strategy policy and tactics differently	Discusses the trends in formal institutions and how they inform the MNE’s global strategy policy and tactics	Discusses the trends in formal institutions but does not discuss how they inform the MNE’s global strategy policy and tactics	Does not discuss how trends in formal institutions inform the MNE’s global strategy policy and tactics	8.5
Strategy Tripod Pillar Three: Culture	Meets “Proficient” criteria and provides examples of how management’s strategic policy and tactics may change to meet the country’s norms	Contrasts U.S. national culture with the cultural traits, mind-sets, and norms of a country where the MNE has significant business activities or interest, and addresses how the differences inform management’s strategic policy and tactics	Contrasts U.S. national culture with the cultural traits, mind-sets, and norms of a country where the MNE has significant business activities or interest, but does not address how the differences inform management’s strategic policy and tactics	Does not contrast U.S. national culture with the cultural traits, mind-sets, and norms of a country where the MNE has significant business activities or interest	8.5
Strategy Tripod Pillar Three: Uncertainty	Meets “Proficient” criteria and provides supporting evidence to enhance examples in rationale of institutional factors	Discusses if conditions within the institutional environment reduce or increase management’s uncertainty about the MNE’s competitiveness in global markets, and rationalizes whether informal or formal institutional factors are a concern	Discusses if conditions within the institutional environment reduce or increase management’s uncertainty about the MNE’s competitiveness in global markets, but does not discuss whether informal or formal institutional factors are a concern	Does not discuss if conditions within the institutional environment reduce or increase management’s uncertainty about the MNE’s competitiveness in global markets	8.5
Business-Level Strategy: Entrepreneurial Strategies	Meets “Proficient” criteria and provides supporting evidence to enhance examples of the MNE’s effectiveness in managing entrepreneurial opportunity	Discusses the five entrepreneurial strategies the firm would have taken in managing entrepreneurial opportunities, and addresses the effectiveness of the MNE in managing entrepreneurial opportunity	Discusses the five entrepreneurial strategies the firm would have taken in managing entrepreneurial opportunities, but does not address how effective the MNE is in managing entrepreneurial opportunity	Does not discuss the five entrepreneurial strategies the firm would have taken in managing entrepreneurial opportunities	8.5

Critical Elements	Exemplary (100%)	Proficient (90%)	Needs Improvement (70%)	Not Evident (0%)	Value
Business-Level Strategy: Entrepreneurship Opportunities	Meets “Proficient” criteria and provides supporting evidence to enhance examples of how the firm can leverage the conditions	Discusses how institutional, resource, and industry-based factors have informed the MNE’s pursuit of entrepreneurship opportunities, and discusses how the firm can leverage the conditions	Discusses how institutional, resource, and industry-based factors have informed the MNE’s pursuit of entrepreneurship opportunities, but does not discuss how the firm can leverage the conditions	Does not discuss how institutional, resource, and industry-based factors have informed the MNE’s pursuit of entrepreneurship opportunities	8.5
Business-Level Strategy: Global Footprint	Meets “Proficient” criteria and provides examples to enhance the alignment between the MNE’s policies and advantages of its present global footprint	Discusses the MNE’s strategic policies and how they align with the location-specific advantages of its present global footprint	Discusses the MNE’s strategic policies but not how they align with the location-specific advantages of its present global footprint	Does not discuss how the MNE’s strategic policies align with the location-specific advantages of its present global footprint	8.5
Business-Level Strategy: Entry Mode and Tactic Timing	Meets “Proficient” criteria and provides examples of how the tradeoffs affected the firm’s entry mode decisions	Evaluates the MNE’s choice of entry mode and tactic timing during its recent entry into foreign markets, and discusses the liability of foreignness and the tradeoffs involved in the MNE’s decision	Evaluates the MNE’s choice of entry mode and tactic timing during its recent entry into foreign markets, but does not discuss the liability of foreignness or the tradeoffs involved in the MNE’s decision	Does not evaluate the MNE’s choice of entry mode and tactic timing during its recent entry into foreign markets	8.5
Business-Level Strategy: Liability of Foreignness	Meets “Proficient” criteria and provides examples to enhance how the firm’s resources, capabilities, or relationships offset the liability of foreignness	Discusses the resources, capabilities, or relationships the firm possesses and how they offset its liability of foreignness to compete in one of today’s emerging markets	Discusses the resources, capabilities, or relationships the firm possesses but not how they offset its liability of foreignness to compete in one of today’s emerging markets	Does not discuss if the firm possesses the resources, capabilities, or relationships to offset its liability of foreignness to compete in one of today’s emerging markets	8.5
Articulation of Response	Submission is free of errors related to citations, grammar, spelling, syntax, and organization and is presented in a professional and easy-to-read format	Submission has no major errors related to citations, grammar, spelling, syntax, or organization	Submission has major errors related to citations, grammar, spelling, syntax, or organization that negatively impact readability and articulation of main ideas	Submission has critical errors related to citations, grammar, spelling, syntax, or organization that prevent understanding of ideas	6.5
Total					100%