

Business Expansion in the International Business Environment for the ~~Irish~~Irish- Owned--and--Managed Educational Institution

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Introduction

The objective of the paper is to prepare a strategic planning report and propose a recommendation for the ~~Irish-Irish-owned-owned-and-management-managed~~ educational institution, which is planning ~~to expand their business an expansion~~ in the international business environment of Mexico. The educational institution is planning ahead to expand its business functions in the region of Mexico and thus the strategic planning for the appropriate business activities and functions that would ensure the organization to establish them in Mexico is an absolute necessary. For the commencement of business activities ~~the organization towards their international business venture for as well as make available-availing their~~ under-graduate and post graduate courses for both, the full time and the part time students in Mexico, it is important for ~~them-the institution~~ to understand the current scenario ~~of-within~~ the education sector of the province.

Comment [Editor1]: Repetitive intent

The report ~~makes a research~~ studies ~~on-the macro-environment of the international business environment in the province~~ to ~~comprehend~~ understand the overall conditions underlying the ~~of the~~ education sector ~~for the organization~~. The report also discusses ~~about the underlying the~~ challenges in terms of ~~that are definite different for the difference amid the~~ cultures, business practices, and management methodologies. The strategic options for the organization and the human resource approach for expansion of ~~the~~ business into the new international business environment are also accentuated ~~through-in~~ this composition. Further, the paper offers recommendations for the ~~as the~~ strategic planning team head ~~for-of~~ the educational organization ~~has been provided in this paper~~.

Research on the ~~Macro~~macro-environment

Political scenario

The political conditions prevalent in-of Mexico at present ~~can~~may be considered ~~as much~~ stable in comparison to the ~~chaos that existed in the~~ past few years ~~which confronted a chaos~~ with following the assassination of Madero, ~~an act's~~ for which, the President of the country, Huerta, ~~is was considered held~~ responsible. President Calderon's National Action party ~~is was~~ considered the most prominent political group in the Senate which "lost its majority in the Chamber of Deputies in the July 2009 elections." - ~~It is estimated that in the next~~ The next elections ~~in will take place during the year of 2012~~ the party will get ~~which comprises of 128~~ seats ~~in the Senate in the Senate~~ and 500 seats in the Chamber of Deputies.

Comment [Editor2]: Who was this?

Comment [Editor3]: Ok?

Economic scenario

The country of Mexico represents an interesting economic condition; it is currently being tagged as ~~the an~~ upper middle income country by the World Bank. Around 44 percent of the country's populace lives below the poverty line and ~~it is prevalent~~ (U.S Department of State Diplomacy in Action). The need for an improved and skilled workforce is tangible especially required to enhance the economic opportunities and ~~to contribute to the~~ make the necessary value addition ~~in to~~ the economy of the country for all round development. The Mexican economy faced a surge of 5 percent in the year of 2010 after the ~~economic meltdown blow of the recession~~ during in 2009 and currently, is definitely striving for further development.

Comment [Editor4]: Please specify what is prevalent

Social scenario

The continuous political and economic turbulence has definitely ~~lead to the social disturbance~~ of disturbances in the social fabric of the country the country in the last decade, ~~the The~~ present political and the economic conditions ~~of within~~ the country ~~is are however~~, improving, ~~it~~ It is nevertheless quite important to ~~notice recognize~~ the fact that in all this turbulence, the literary ~~achievements quiroments of of~~ the country ~~has have~~ been neglected over the years and ~~this has which has~~ resulted in ~~the a~~ lack of proficiency and ~~the~~ expertise both of which, are ~~required that are required~~ for the growth of the country and to measure up to ~~the~~ international standards.

Technological scenario

The turbulence in the overall macro-economic structure of the country has ~~resulted in lead to~~ the a lack of attentiveness towards the development and growth ~~for of~~ the workforce ~~of in~~ the country. The industries and the educational sectors definitely suffer from ~~the a~~ lack of

knowledge and skills, which are required ~~for the forward to propel~~ integration ~~of the country within~~ Mexico. The technological improvements are also slow and needs ~~the ample able~~ support ~~in the form of for development through a~~ proper educational system, ~~which unfortunately, is also which~~ is lacking in the province.

Analysis of the education sector

The ~~sectors of~~ education and ~~the~~ development ~~sector needs need~~ a revival ~~and a~~ boost in the region of Mexico, which has been facing ~~numerous turbulences inclement conditions~~ in terms of ~~its its~~ macro-economic environment and ~~the its~~ political system ~~of the country~~. ~~Not much has been done to improve the~~ ~~Especially the literary acquirement for the country is educational~~ ~~sphere either quite low thanks to the given the~~ increasing population rate, inequitable distribution of income, regional imbalances, poor economic development and the ~~unfavorable turbulences in the~~ political ~~fields climate~~. The development and the growth of the country are ~~much~~ dependent on ~~improvements in the the~~ educational sector of the country, ~~which will enable the emergence of a strong and qualified workforce which would help them to improve their workforce.~~

An evaluation of the underlying challenges and issues to be addressed;

National cultures

The culture of the ~~Irish Irish-owned and managed~~ organization and ~~that of the organization~~ expanding in the province of Mexico ~~is~~ bound to have differences. Since the organization ~~undergoing through~~ the expansion process is a ~~service service~~-providing organization ~~catering to the sphere of education, of educations institution~~ it is quite understandable that when it is expanding in ~~the province of~~ Mexico, it needs to adapt ~~with itself to~~ the national culture of Mexico ~~so as to impart a to gain the~~ competitive edge ~~for to~~ the company (Hopkins, 2005). ~~the~~ The Irish ~~work~~ culture ~~of working~~ reflects ~~more of a what may be termed~~ individualistic and ~~masculinity masculine~~ in the workplace culture, ~~in In~~ this type of culture, people ~~are remain self~~ self-directed and achieve their personal goals in return ~~of for~~ the extrinsic motivational factors ~~in most cases;~~ This is ~~a in~~ sharp contrast to ~~this is~~ the Mexican ~~workplace~~ culture, which often ~~requires necessitates the~~ team work, more interactions, and a ~~supporting supportive~~ workplace culture for the accomplishment of ~~their an individual's~~ objectives.

Comment [Editor5]: Please check if these are two different organizations. I understood it as being one and the same.

Comment [Editor6]: Which company?

Thus, when the educational institution is making a move towards expanding in an entirely different culture ~~of Mexico~~, it is significant for the organization to understand the workplace culture and behavior, which is suitable for achieving ~~the success in the international market of Mexico~~. Since the educational institution is a service providing company, the recognition in the variance in culture is important for the adaptation of the culture as well as to establish the current vision, mission and objective of the educational institution in the new market (Miroshnik, 2002).

Comment [Editor7]: Repetitive intent

Business practices

The business practices of the Irish-owned ~~and and~~ managed institution definitely ~~requires~~ ~~needs to adapting~~ ~~adapt itself~~ to the new business environment in accordance ~~to the need with~~ ~~the prevalent circumstances~~. Moreover, since the organization is expanding in ~~the a~~ new market, it has to integrate its current business practices with that of the business practices that the organization ~~wants to commence is venturing to commence~~ in the international market ~~in the province~~ of Mexico. The current business practices of the educational institution have to be developed and enriched in order to ~~enable extension extent their operations~~ into ~~the a~~ new business market and to ~~help~~ develop and achieve ~~their the organization's~~ business objectives.

~~Definitely~~ ~~In fact~~ the business practices will vary ~~for the international business environment for the educational institution along with~~ ~~dependent on~~ the market conditions and the current trends ~~of within~~ the education sector in ~~the market of~~ Mexico. The business practices of the educational institution ~~need to ought to~~ aim at rendering the best services ~~to for~~ the students ~~in the new market as well as to ensure while ensuring~~ the job satisfaction and ~~the~~ retention of ~~the~~ talents and committed employees in the organization, ~~which will ensure which would in turn ensure~~ the accomplishment of an organization's ~~organization to accomplish their~~ business objectives and ~~give it~~ the competitive ~~advances edge~~ in ~~the a~~ new market (Zairi, 1997). The business practices needs to reflect the current objectives and the missions of the organizations along with ~~the~~ intended purpose of adapting into the international business condition fulfilling the expectation of both the internal as well as the external customers of the institution; moreover the authenticity of the core competencies of the Irish owned and managed organization should also establish their distinctiveness in order to attract and retaining their target customers while offering them the best service.

Comment [Editor8]: Repetitive intent

Management styles

The management style should be in ~~term tandem~~ with the business practices, the workplace culture, and the expectations of the internal as well as external customers ~~from in~~ the new

market ~~of the business~~. Since ~~for~~ the Mexican workplace reflects a more collectivist type of culture, the ~~form of the~~ management style which supports ~~the needed~~ this culture in the organization should be developed to ensure the competitive success and job satisfaction ~~ensure the satisfactions of the employees are required~~ (Kur, 2002). In this particular context, the participative style of the management may seem best suited for maintaining the requisite ~~needed~~ workplace culture and for to provide ~~offering the much needed~~ a supportive and balanced business processes. The management style needs to ensure proper ~~that the~~ integration of the different operational practices of the educational institution for the existing as well as the new organizationss.

The management styles adopted by of the business ~~needs should also~~ understand the critical success factors, which are involved along with the service being provided ~~providing for to~~ the educational sectors in both, the domestic and the international markets (Boyatzis, 2008). This management style ~~of the educational institution~~ should support the flexibility and the nature of change management, which is required by the organizations s operating in the educational sector ~~as the industry given the industry~~, is dynamic; moreover ~~Moreover~~, for the expansion into the new markets a flexible development strategy and a structure promoting continuous improvement will be an absolute must to guarantee success ~~and the development strategic both the flexibility and the continuous improvement structure is absolute essential for the organization to succeed~~.

Comment [Editor9]: Ok?

A review of Strategic strategic options

The strategic options that the educational institution has with it while expanding its business ~~activities for the expansion of their business activities~~ and rendering ing their educational services to the students in Mexico, ~~the organization can always look into~~ also entails mergers s with the prominent educational institutes s of Mexico ~~and opt for the expansion of the business in the international market~~ (Jarratt, 1998). ~~The acquisition can also be considered as one of the strategic option for the organization~~. In both, the alternative cases s of the mergers s and the acquisitions s, the educational institution ~~can may~~ have the experience and knowledge about ~~of the~~ international business for pertinent to the education sector of Mexico (Stockport, 2000). This ~~would will have also helped help to~~ manage the organization and enable better understanding to understand of the competition and the trends s ~~of in~~ the international market structures s of Mexico. This ~~would will~~ also help the organization to have garner the support system ~~of in the form of the~~ human capital, the business structure, as well as existing business

processes, which ~~would~~ will definitely provide ~~a the requisite~~ supportive edge to the ~~Irish-Irish-owned-owned-and-and~~ managed educational institution ~~for-and propel~~ further growth and development.

Another alternative for the educational institution is to form a strategic alliance with some domestic organization (educational or non-educational) ~~so as to help to form their business~~ expansion in the international education sector of the province of Mexico. The organization can also opt ~~the for~~ foreign direct investment (FDI) ~~to help for the expansion purpose of the business~~ in Mexico. Here, the company can always buy ~~the a~~ majority of the shares ~~in order to have~~ control ~~over~~ the administration as well as ~~appoint have the existing~~ the functionary in charge of ~~directing~~ business operations ~~functionary~~ (Henry, 2008). The organization can also move into the business market with ~~the a~~ sole proprietorship ~~kind of the business and to start the~~ educational institution from ~~the~~ scratch in the chosen ~~international business~~ province of Mexico.

Comment [Editor10]: Since this implies M&A activities, it is repetitive intent too.

Since the organization is ~~an fully~~ Irish ~~-owned-and-~~ managed educational institution ~~and they are expanding their business in the international market of which is commencing operations in~~ Mexico for the first time, it is obvious that ~~they the management don't does not~~ have much experience ~~and their first-first-hand~~ ~~working~~ knowledge about the current market conditions and the requirements of the educational sector ~~of in~~ Mexico (Griffin & Pustay, 2010). Thus, it is important for the organization to pre-decide ~~on~~ the specific strategic options and ~~its the~~ objectives ~~of the organization to be a proper fit make a fit for the organization~~ before venturing into the new market. ~~The educational institution has definitely knowledge about the educational sector and if it wants to expand through the sole proprietorship of the institution in the new market, it is crucial for them to survey the market and to research in regards to the education sectors and the prospects of the market in the present and the future context (McClelland, 1994).~~ Then again, ~~is sole proprietorships is are not the a~~ pre-requisite ~~of for~~ the educational organization, ~~the The~~ institution can always make use of ~~the other strategic options like the~~ foreign direct investment, ~~the mergers~~ or acquisitions, strategic alliances ~~s-options~~ etc., ~~to blend~~ their expertise of the educational institution with the knowledge and experience ~~offered by the~~ new market ~~to and gain the competitive advantages in their expansion process in the international business environment of Mexico.~~

Comment [Editor11]: Repetitive intent

Human resources

Handling cultural differences

It is important for any business to understand that the cultural differences between two nationalities ~~are important and~~ to recognize and ~~to~~ act according to the requirements, so as to run the business properly (Geert, 1883). For example, since the organization is ~~being~~ owned and managed by ~~an~~ Irish group, the basic difference in the Irish and the Mexican cultures ~~is~~ needs proper identification to be identified in this case. An Irish-managed organization has much more of an ~~Individualistic-individualistic~~ as well as masculine ~~culture element~~ which gets reflected in the work-place behavior more strongly than say a Mexican organization as well in comparison to that of an Mexican organization (Holliday, 2010). Thus, when the Irish ~~owned~~ organization ~~plans to expand, is planning to expand their international business they~~ it should understand the basic differences ~~in the ways~~ the human capital ~~works function~~ in a Mexican organization.

For attracting and retaining the target market as well as ~~the~~ other important stakeholders of the business, understanding and respecting the cultural differences ~~would will~~ provide a competitive edge to the business and render ~~its it able scope~~ for expansion. Communication, both, the verbal and non-verbal types, will be the primary tools ~~is a primary tool~~ for managing ~~the~~ cultural differences ~~both in terms of verbal and non-verbal form in the organization~~. Further, the consciousness about the differences ~~s~~ and knowledge about the cultures especially of those areas where the organization is currently working, ~~is are~~ another important factors (Moran, Harris, & Moran, 2007). The organization should have the capacity ~~to of~~ accepting the variance amid the cultures ~~s~~ and ~~the adopt~~ change management and ~~the~~ coping strategies, which should be based on the increased interaction and strengthening of building rapport between the people and the ~~with that of the people as well as the~~ external factors in the new environment.

Building relationships

Another important aspect of expanding the business into the an international market like Mexico is to build the rapport between the employees as well as the students. In an organization which is trying to expand and successfully win over ~~the~~ international business, it is important to share ~~their one's~~ vision, mission, and objectives with their overseas target markets ~~s~~ as well as the internal customers who ~~would will~~ help the organization ~~to~~ realize their success (Lawler & Mohrman, 2003). For building ~~the a~~ rapport with the employees, for the international business it is imperative to understanding the workplace culture ~~is significant~~, initiate the transparency, and offer unhindered the flow of information ~~has to be present in the organization~~.

Comment [Editor12]: Repetitive intent

Since, it is an educational institution, it needs to understand ~~the~~ student behavior, ~~and their~~ student lifestyles; ~~this is~~ which may be crucial for ~~the proper~~ mentoring and ~~the guidance that~~ would be required by them in due time of their learning courses whether it is full time or part time during their time in the organization. The interpersonal relations ~~for both the~~ between both, the internal and the external customers are equally critical ~~important to be established~~. Another part of the rapport building exercise is to ensure ~~to the~~ flexibility ~~for in~~ the educational services being offered ~~that they are offering~~ to the customers and adhering to the current needs of the students while designing a suitable course structure for them (Theriou, 2009).

Communications and negotiations

~~For b~~Being into the service sector, necessitates a deep and thorough understanding of it is ~~important for the organization to understand and excel~~ the competition in the market; the human capital here will be a definite ~~is definitely~~ asset for the organization. To ensure job ~~For ensuring~~ the job satisfaction and the retention of ~~retaining the~~ talented employees in the organization, it is ~~crucial that the performance of the institution be enhanced~~ to enhance the performance of the institution is essential (Dench, 1997). Thus, an ~~the~~ appropriate level of communication and the negotiations practices are is required for the successful commencement of ~~the~~ international business successfully. The communications and the terms of negotiations for the employees to ~~enable them to remain committed~~ to remain highly committed to the organization are to be ensured through the establishment of ~~establishing a~~ competitive salaries ~~salaries~~, and a providing ~~them with the developing and flexible work cultures, to ensure the carrier development in the organization~~.

Especially when an institution is expanding overseas the communication a channel between the official edifices of the different locations where it is operating has to be well connected and the flow of information (Lehman & Dufrene, 2008). For the easy flow of information and the absolute transparency along with the proper maintenance of the proper administration and the management, the educational institution can take the help of the Information Technology and institute like ERP systems, which would will help the educational institute ~~institution~~, to manage their its student base as well as their employees and staff members. The intranet system would will help the organization to connect with its operational cores and to gain ~~help gain some the~~ competitive edge for the institution.

Comment [Editor13]: Please check for clarity.

Recommendations

The recommendations for the ~~Irish-Irish-owned-owned-and-and-~~managed educational institution opting ~~to expand into for the expansion in the international business province of~~ Mexico can be stated as;

- Since the organization ~~plans to is planning to~~ expand into the international market, it is important for the educational ~~institute-institution~~ to gain ~~the-some~~ knowledge about the educational sector and the scope and prospect~~-of the organizations~~ in the new market through the different research and survey tools ~~so as~~ to gain a holistic view of the present conditions~~_ of the educational sector of thein~~ Mexico~~-market~~ (Czinkota, Ronkainen, & Moffett, 2009).
- It is important for the educational ~~institute-institution~~ to understand the overall conditions of the new business market and ~~to~~ recognize the scope and opportunities ~~existent in the new marketthere~~. Every market has its own distinctive requirement; ~~and~~ if the organization ~~needs to be successfulwants to succeed~~, the requirement for ~~a making a strategic fit for the requirement of the new market and presenting the will be emphasizing the~~ core competencies of the organization~~-is essential~~.
- Handling~~the~~ cultural differences is another important factor~~for the expansion of the educational institution~~ (Geert, 1883). The cultural differences~~_~~, the variance in the business processes~~_~~ and the management styles~~_~~ of the organization ~~should be good fits needs to have a strategic fit and development approach in order to if it wants to accomplish the expansionand the growth of the organization~~.
- Since the organization is operational~~al~~ in the education~~al~~ sector, the industry is definitely dynamic and ~~the-some amount of~~ continuous improvement process ~~should be initiatedis required~~ for ~~proper~~ development and ~~the-growth of the organization-in the international business structure~~ (Neu, 2008).
- The organization should have an established code of conduct, standard measures~~_~~ and the CSR in order to ensure the integration of the existing systems~~_~~ with the expansion processes~~es of the business~~ and to achieve success in ~~the~~ international business.
- For the service industry, the talented employees can be considered as one of the core competencies of the organization (Chandon, 1997). Thus~~_~~ the organization needs to ensure the acquisition of ~~the-talented employees~~ and ~~put in place proper the~~ retention practices ~~of the employees for so as to manage a managing a~~ talented pool of ~~workforce employees who willto~~ ensure ~~the~~ competitive success.

- Flexibility and the capability ~~for of~~ the organization to ~~change with the~~ keep pace with market demands ~~is another will be significant significant factor for the~~ for an organization servicing ~~in~~ the educational sector.

Conclusion

The composition makes an attempt to understand the ~~critical factors important factors critical to~~ for the Irish-Irish-owned-owned-and-and-managed organization, which has been planning an expansion into is planning for the expansion of the business in the international market of Mexico. ~~For the An~~ expansion ~~of the business~~ in the educational services sector, will necessitate properthe understanding of the market and the overall conditions prevalent of in the new international market ~~where the business is venturing is important~~. The challenges that the organization ~~are is~~ likely to confront during ~~their its~~ expansion process in the international business environment of Mexico is also are also accentuated emphasized on in the paper. The recommendation proposed is also being proposed to affirm the need to take up a strategic approach to help the for the organization ~~to step into venture onto the~~ the international business scene.

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