



2011 NLC FBLA GLOBAL BUSINESS FINAL CASE STUDY

PARTICIPANT INSTRUCTIONS

1. You have 20 minutes to review the case.
2. Presentation time is seven minutes. At six minutes the timekeeper will stand and hold up a colored card indicating you have one minute left and at seven minutes the timekeeper will stand and hold up a colored card indicating time is up.
3. The presentation is interactive with the judges who will ask questions throughout the presentations. You are the human resource director for College Trends (a major manufacturer of college apparel). You must describe strategies for hiring, training and development, establishing/maintaining positive cultural relations, and maintaining product quality. The judges are the owners of the company.
4. Each team member will be given two note cards.
5. Cover all the points described in the case and be prepared to answer questions posed by the judges.
6. All team members must participate in the presentation as well as answer the questions.

PERFORMANCE INDICATORS

- Explain the importance of training and development for global employees
- Describe time-management principles to improve production for a global business
- Describe ways to motivate employees

CASE STUDY SITUATION

You are the human resource director for a College Trends (a major manufacturer of college apparel). The manufacturing plant for College Trends is located in the United States where production and labor costs have been rising. College Trends has decided to locate a second manufacturing plant in China where labor and production costs are much lower. Since your company is entering a different culture, you are challenged to find the best employees for management and production. You must develop a plan for your company to gain a better understanding of the Chinese culture. The owner of College Trends (judge) wants to hear your plan for hiring and training employees in China. The owner's biggest concern is to maintain the quality and integrity of College Trends.

You must describe how you will recruit employees for the new location in China. Your explanation must include procedures for hiring, training and development, establishing/maintaining positive cultural relations, and maintaining product quality. The owner of College Trends understands the importance of communication for a successful business. They want to know how the communication process will work with production facilities in the United States and China, considering cultural differences. You will meet with the owner to explain a smooth transition plan for the company's new manufacturing plant in China.

Possible Questions to Address:

- How will you select managers for the new manufacturing plant in China?
- What communication process will you incorporate to make sure to maintain product integrity?
- What employee incentives will result in high productivity?
- How will the international manufacturing process affect product deadlines?
- How will you involve the Chinese culture in management functions and training and development of employees?
- How will the two manufacturing plants located in different parts of the world communicate to maintain a consistent product and customer service?



**2011 NLC GLOBAL BUSINESSES
FINAL CASE STUDY
JUDGES' NOTES**

JUDGING THE PRESENTATION

1. This is a role-playing event with judges portraying the owner of College Trends (a major manufacturer of college apparel).
2. Review the Judges' Instructions and the Case Study Situation.
3. After introductions, the human resources team will begin providing you with information about hiring, training, and developing employees in China. The team will explain a communication and production strategy to maintain the quality and reputation established by College Trends.
4. This is an interactive event, so treat the presentation as a conversation. Each of the members of the team should provide some feedback and guidance. The time allowed is seven minutes for the conversation. A timekeeper will stand at six minutes and at seven minutes the timekeeper stand and hold up a colored card indicating time is up.
5. After asking the standard questions listed below, you may ask other questions specific to the current team. However, if you do this for one team, you must ask additional questions to all teams.
6. You will close the event by thanking the team members for their input.
7. Complete the rating sheet.

JUDGES' INSTRUCTIONS

You (judge) are the owner of College Trends (a major manufacturer of college apparel). The manufacturing plant for College Trends is located in the United States where production and labor costs have been rising. College Trends has decided to locate a second manufacturing plant in China where labor and production costs are much lower. College Trends is challenged to find the best employees for management and production. Your company must develop a plan to gain a better understanding of the Chinese culture. You have asked the human resources department (participants) to hear your plan for hiring, training, and communicating with employees in China. Your biggest concern is to maintain the quality and integrity of College Trends.

During the role-play performance, feel free to ask any of the following questions or additional questions:

1. What are the sources you will use to select the best employees for the manufacturing plant in China?
2. What can be done to diminish the possibility of communication breakdown between operations in America and China?
3. How will our company leaders in America learn important concepts regarding the Chinese culture?
4. What employee incentives will encourage production of the highest quality product?
5. How do we assure our customers that the product and service will not change for College Trends?

One of the human resources managers will open the presentation by introducing the team to the owner (judge).

There is no right or wrong answer to the event. However, the ability of the team members to defend their plan based on the facts provided (and those that you care to add) should be the basis for the score. The team members should present their plan with clarity and conviction. You should consider their ability to come up with alternatives when faced with resistance – alternatives that will strike a compromise and be agreeable to both parties.

Feel free to enhance the story as much as you want, but if you enhance it for one team, make sure you enhance it for all the teams.