

# Executive summary



Summary Analysis of the case study suggests that there are two fundamental hurdles in the way of success of the Polska Pipe Works; first, there is lack of productivity and second, the company is suffering from cultural differences between the American and the Polish staff. What is fundamentally declining the Polish workers' tendency to adjust in the joint venture organization is their perceptions that they are working in an Americanized system. In order to enhance their integration into the organizational culture, it is imperative that measures are taken to ensure the smoothest transition across cultures, which is achievable with the implementation of an unorthodox strategy of productivity enhancement. Once this is achieved, the productivity will be enhanced automatically. This approach was selected to solve the problem of the Polska Pipe Works and make it a successful joint venture between the Americans and the Polish because the pros of this approach far outweigh the cons. The approach would improve communication system which in turn, will enable the management to identify issues in their nascent stage by addressing them immediately. This will eradicate differences between the management and the employees and a culture of mutual harmony would materialize. The threat of this approach was of the opportunity cost of resources and time which were to be allocated to the various production aspects. This challenge has been met by staging the approach into six parts, and preparing a schedule covering 14 months for that. This planning and scheduling helps lower the costs of resources.

Executive summary

This paper discusses the strengths, weaknesses, opportunities, and threats of establishing a joint venture named " Polska Pipe Works" in Poland

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between a renowned American company named “ Stewer Technologies” and a Polish company. The strengths of the business include an opportunity for the Polish to benefit from the experience and technological expertise of the Americans. The weaknesses of the business include difficulty of cultural integration and addressing of the employees’ motivational concerns.

Opportunities include government support to the foreign investors in Poland, and huge market value of the product. Threats include lost quality of work and productivity because of the weaknesses of a joint venture between the Americans and the Polish. While the American employees are facing difficulty adjusting in the Polish culture, Polish workers are more concerned about benefits of working with the American employer than learning skills to improve their competency. After a careful analysis of the case, several recommendations have been made to make the business profitable for both parties, along with a discussion of their pros and cons. Finally, an unorthodox productivity enhancement strategy is proposed to ensure the smoothest cultural transition in the organization so that the Polish and the American workers can work together in mutual harmony. The fundamental objective of the implementation of this strategy is improvement of communication between the two parties so that their differences are removed and unity is promoted. It is expected that this strategy will make the joint venture, that has so far been unsuccessful, successful.