3. What is the culture's position on important issues facing the corporation (i.e., on productivity, quality of performance, adaptability to changing conditions, and internationalization)?
4. Is the culture compatible with the employees' diversity of backgrounds?
5. Does the company take into consideration the values of each nation's culture in which the firm operates?

C. Corporate Resources

1. **Marketing**
   a. What are the corporation's current marketing objectives, strategies, policies, and programs?
      i. Are they clearly stated, or merely implied from performance or budgets?
      ii. Are they consistent with the corporation's mission, objectives, strategies, policies, and with internal and external environments?
   b. How well is the corporation performing in terms of analysis of market position and marketing mix (product, price, place, and promotion) in both domestic and international markets? What percentage of sales comes from foreign operations? Where are current products in the product life cycle?
      i. What trends emerge from this analysis?
      ii. What was the impact of these trends on past performance and how might these trends affect future performance?
      iii. Does this analysis support the corporation's past and pending strategic decisions?
      iv. Does marketing provide the company with a competitive advantage?
   c. How well does this corporation's marketing performance compare with that of similar corporations?
   d. Are marketing managers using accepted marketing concepts and techniques to evaluate and improve product performance? (Consider product life cycle, market segmentation, market research, and product portfolios.)
   e. Does marketing adjust to the conditions in each country in which it operates?
   f. What is the role of the marketing manager in the strategic management process?
2. **Finance**
   a. What are the corporation's current financial objectives, strategies, policies, and programs?
      i. Are they clearly stated or merely implied from performance or budgets?
      ii. Are they consistent with the corporation's mission, objectives, strategies, policies, and with internal and external environments?
   b. How well is the corporation performing in terms of financial analysis? (Consider ratios, common-size statements, and capitalization structure.) How balanced, in terms of cash flow, is the company's portfolio of products and businesses?
      i. What trends emerge from this analysis?
      ii. Are there any significant differences when statements are calculated in constant versus reported dollars?
      iii. What was the impact of these trends on past performance and how might these trends affect future performance?
      iv. Does this analysis support the corporation's past and pending strategic decisions?
      v. Does finance provide the company with a competitive advantage?
   c. How well does this corporation's financial performance compare with that of similar corporations?
   d. Are financial managers using accepted financial concepts and techniques to evaluate and improve current corporate and divisional performance? (Consider financial leverage, capital budgeting, ratio analysis, and managing foreign currencies.)
   e. Does finance adjust to the conditions in each country in which the company operates?
   f. What is the role of the financial manager in the strategic management process?
3. **Research and Development (R&D)**
   a. What are the corporation's current R&D objectives, strategies, policies, and programs?

i. Are they clearly stated, or merely implied from performance or budgets?
ii. Are they consistent with the corporation's mission, objectives, strategies, policies, and with internal and external environments?
iii. What is the role of technology in corporate performance?
iv. Is the mix of basic, applied, and engineering research appropriate given the corporate mission and strategies?
v. Does R&D provide the company with a competitive advantage?

b. What return is the corporation receiving from its investment in R&D?
c. Is the corporation competent in technology transfer? Does it use concurrent engineering and cross-functional work teams in product and process design?
d. What role does technological discontinuity play in the company's products?
e. How well does the corporation's investment in R&D compare with the investments of similar corporations? How much R&D is being outsourced?
f. Does R&D adjust to the conditions in each country in which the company operates?
g. What is the role of the R&D manager in the strategic management process?

4. **Operations and Logistics**
a. What are the corporation's current manufacturing/service objectives, strategies, policies, and programs?
i. Are they clearly stated, or merely implied from performance or budgets?
ii. Are they consistent with the corporation's mission, objectives, strategies, policies, and with internal and external environments?

b. What is the type and extent of operations capabilities of the corporation? How much is done domestically versus internationally? Is the amount of outsourcing appropriate to be competitive? Is purchasing being handled appropriately?
i. If the corporation is product-oriented, consider plant facilities, type of manufacturing system (continuous mass production, intermittent job shop, or flexible manufacturing), age and type of equipment, degree and role of automation or robots, plant capacities and utilization, productivity ratings, availability and type of transportation.
ii. If the corporation is service-oriented, consider service facilities (hospital, theater, or school buildings), type of operations systems (continuous service over time to same clientele or intermittent service over time to varied clientele), age and type of supporting equipment, degree and role of automation and use of mass communication devices (diagnostic machinery, computers), facility capacities and utilization rates, efficiency ratings of professional and service personnel, and availability and type of transportation to bring service staff and clientele together.

c. Are manufacturing or service facilities vulnerable to natural disasters, local or national strikes, reduction or limitation of resources from suppliers, substantial cost increases of materials, or nationalization by governments?
d. Is there an appropriate mix of people and machines (in manufacturing firms) or of support staff to professionals (in service firms)?
e. How well does the corporation perform relative to the competition? Is it balancing inventory costs (warehousing) with logistical costs (just-in-time)? Consider costs per unit of labor, material, and overhead; downtime; inventory control management and scheduling of service staff; production ratings; facility utilization percentages; and number of clients successfully treated by category (if service firm) or percentage of orders shipped on time (if product firm).
i. What trends emerge from this analysis?
ii. What was the impact of these trends on past performance and how might these trends affect future performance?
iii. Does this analysis support the corporation's past and pending strategic decisions?
iv. Does operations provide the company with a competitive advantage?