



Business

**IBUS4203
FOREIGN MARKET ANALYSIS**

SPRING 2019

PROFESSOR: Anna Helm, PhD
OFFICE HOURS: MO: 11AM-12PM, 6-7PM & by appt.

OFFICE: Duques Hall, Room 450C
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CLASS MEETING: MO: 3:30-6:00PM **LOCATION:** Duques 152

COURSE DESCRIPTION

The goal of this course is to prepare students for careers in management consulting by familiarizing them with the tools and procedures relevant in assessing foreign markets and related international strategy considerations for client organizations. Students are given a 'real-world' opportunity to apply conceptual and theoretical material from prior international business coursework.

This course is eminently creative and practice-oriented. Students are expected to be entrepreneurial at finding the necessary sources of information to properly assess the current business landscape and develop a sound proposal for the client. These sources include, but are not limited to, physical and online archives, industry experts and potential consumers of the client's products and services. The professor will facilitate access to some of these sources, but they should be viewed as a starting point rather than the only sources of information needed to address the client's needs.

Mastery of frameworks and theories covered in Intro to International Business (IBUS3001) and International Marketing Management (IBUS3201) will be assumed.

COURSE OBJECTIVES

By the end of the course, students should be able to:

1. Identify the drivers of globalization in the worldwide industry in which the client operates;
2. Chronicle the historical development of that industry, identifying the factors that contributed to its current state;
3. Be able to navigate the local competitive landscape and understand how national and local-level regulatory frameworks, tariffs, trade policy, etc., impact the client;
4. Map and explain the roles and relationships between the client organization's respective stakeholder sets;
5. Design and execute a custom-tailored data collection plan (inclusive of both secondary and primary research) to answer key business questions identified by the client organization;
6. Provide client organizations with *creative, impactful, and actionable* strategic marketing solutions to key business questions via a written report and oral presentation. Proposed solutions will be evaluated not only in terms of how well they meet expressed client needs/interests but also the extent to which they maximize value for stakeholders as well (wherever possible and applicable); and,
7. Understand the nature of consultant-client communications and individual/group learning as experienced through the interactions with the client.

COURSE STRUCTURE

The course is designed as a consulting practicum for international organizations. The students in the course will work together closely in consulting teams for a variety of organizations.

Student consultants in the course are expected to be fully versed in all conceptual and theoretical material from IBUS3001 (International Business) and IBUS3201 (International Marketing).

The instructor will serve as a 'consultant to the consultants' in terms of methodology and professional skill development in conducting a consulting engagement for an organization.

Student consultants will engage in extensive research and analysis, including both review and assessment of secondary data as well as generation of primary data necessary for developing sound and viable strategic recommendations for the client organization. Standards for analysis and presentation will be of the highest caliber, consistent with the expectations of a 'real world' client. Full documentation of analyses undertaken and explanation/justification of strategic recommendations presented is required. Blackboard will be used extensively by the student consultants, instructor, and client in coordinating, disseminating, generating, and storing content relevant to the consulting project.

Time pressure, informational deficiencies and discrepancies, teamwork coordination challenges and client interaction difficulties are typical ordeals faced by management consultants conducting foreign market analysis and related international strategy development. Effective consultants quickly and accurately assess their client organization and develop robust and rigorous methods for screening possible markets for international expansion. Once target markets are selected, justified, and approved by the client organization, the consultants engage in a comprehensive examination of the target markets in order to develop sound strategies for market entry and successful market penetration. Full disclosure to the client of risks and opportunities present in the recommendations is required.

All consultants must behave ethically, and treat their consulting engagement as a confidential endeavor, guarding all work products resulting from the engagement as proprietary. Each student consultant must sign a legally binding non-disclosure document acknowledging the proprietary nature of all work products and information provided to the consultants by the client organization.

Successful participation in and completion of this course requires high levels of motivation, dedication, attention to detail and flexibility. All students are required to attend and fully participate in all regularly scheduled class sessions, as well as other sessions arranged to accommodate the client's schedule for presentations and/or work sessions scheduled by student consultants outside of class. Most students find that the course requires, on average, 6-8 hours of preparation, analysis, etc. outside of class each week. Oftentimes this outside work must be coordinated with others in the class, which requires schedule flexibility. If other courses, work, family, or social obligations prevent you from this type of time commitment, you may not want to enroll in this course.

EXPECTED TIME COMMITMENT

Over 15 weeks, you will spend 2 ½ hours per week in the classroom (37.5 hours for the semester). You are also expected to devote at least 5 hours per week outside of class to your client project and supporting assignments (a minimum of 75 hours for the semester).

REQUIRED COURSE MATERIALS

Friga, Paul. "The McKinsey Engagement: A Powerful Toolkit for More Efficient and Effective Team Problem Solving."

Johansson Rabinowitz, Christina. "Modern Day Vikings: A Practical Guide to Interacting with the Swedes."

Regular reading from among the following options:

Financial Times, The Economist, The Wall Street Journal

Documents researched and/or posted on the course Blackboard site by the instructor, client and/or student consultants.

Students are encouraged to retain and consult regularly any International Marketing and any International Business textbook of their choosing.

Slack will be required for all team communications – please await further instructions before setting up an account!

COURSE COMPONENTS

GROUP WORK (60 points)

Input Report	10%
Project Game Plan Report	10%
Final Client Written Report & Presentation	30%
Other team deliverables (team charter, scope of work, weekly memos, etc.)	10%

INDIVIDUAL WORK (40 points)

Peer Review of Team Game Plan Report	10%
Midterm exam	10%
Class Participation (attendance, in-class participation, reflections, etc.)	<u>20%</u>

100%

GRADING CRITERIA

Blackboard will be used to post your grade in each assignment. Grades will fall into the following buckets:

Total Points	Grade
94-100	A
90-93.99	A-
87-89.99	B+
84-86.99	B
80-83.99	B-
77-79.99	C+
74-76.99	C
70-73.99	C-
0-59	F

OVERVIEW OF COURSE REQUIREMENTS

Input Report (10%)

Early in the course, research topics that are critical to the specific industry of the client project/s will be defined. Each team will prepare a memo summarizing the team's research findings. Each memo should include a bibliography. The data generated by the input reports will provide a critical foundation for each of the client consulting projects.

Memos (exclusive of bibliography) should not exceed 5 pages. Wherever possible, make use of bullets, summary tables, figures, and charts in your reports to make your memo visually appealing and user-friendly. All in-text citations should use parenthetical endnotes; a full references list should be attached at the end of the assignment. Use the APA style guide to cite the sources (a good APA online guide can be found here: <http://owl.english.purdue.edu/owl/resource/560/01/>).

All input reports should be posted to Blackboard on the assignment due date, prior to the start of class.

Teams should also create a brief PowerPoint summarizing the main findings presented in the memo. You will be required to present this information to one another during the 5th class meeting. This is **not** a full business dress presentation.

Project Game Plan Report & Peer Review (10% + 10%)

About mid-way through the course, each team will submit an initial team game plan report. This report will include:

1. A statement summarizing the client engagement issue/topic/challenge
2. A descriptive outline of the client written report. The outline should include fully drafted text for every aspect of the report that is already known/researched. Where “blanks” remain, a list of remaining research questions the team is still pursuing should be embedded into the report.
3. A full bibliography in APA style guide need to be included with the Game Plan Report: (<http://owl.english.purdue.edu/owl/resource/560/01/>).
4. Appendix A - (if applicable) Drafts of primary research instruments (survey, interview protocol, focus group protocol etc.)
5. Appendix B - A list of defined milestones/due dates for the team project, inclusive of expected interviews and “touch base” meetings with clients or external experts
6. Appendix C - A detailed description of the roles and responsibilities for each team member, as well as an up-to-date timeline

All Game Plan Reports should be posted to Blackboard on the assignment due date, prior to the start of class.

Teams should also create a brief PowerPoint summarizing the game plan report. You will be required to present this information informally to one another during class of the assignment due date. This is **not** a full business dress presentation.

Each student will be assigned another team’s game plan to peer review. A peer review form should be used and will be available in Blackboard. Peer reviews should be posted to Blackboard on the assigned due date. These peer reviews will then be shared with each of the teams. Teams are expected to be responsive to and incorporate peer review feedback into the draft client written report.

Client Written Report & PowerPoint Presentation (30%)

The main deliverable in this class will be a professional, client-responsive, and actionable report. Each report will differ depending on the task assigned and client needs.

Both the professor and the client will grade the final report and final presentation. In both cases, reports will be graded on the following criteria:

1. Comprehensiveness of research (primary and secondary)
2. Responsiveness to client needs/requests
3. Specificity and “actionability” of recommendations made to client
4. Creativity
5. Professionalism in writing and overall appearance

A draft written report will be due 3 weeks prior to the official due date for the final report and presentation. Students will receive feedback from the professor and are expected to incorporate that feedback into a PowerPoint presentation that will be presented in a dry run prior to the final client presentation. This will be a **full business dress** presentation. You will be videotaped and are expected to view and critique your own presentation. The in-class presentation is not graded but should provide you with the opportunity to practice for the final presentation.

Final presentations will be graded on the following criteria:

1. Ability to adhere to a time limit
2. Clear, easy-to-read, professional text and graphics
3. Ability to respond to questions from the client
4. Persuasiveness, on-stage confidence, and energy of presentation
5. Full-room eye contact, speech clarity, body posture/gestures.

Memos and weekly deliverables and updates (10%)

Student teams are expected to always compose a memo upon completion of any substantive communication with the client. Also, there will be informal deliverable due every week to ensure that all teams meet the necessary milestones in order to complete the project on time and with the highest possible level of professionalism, including also a Team Charter and Scope of Work document. More details about the deliverables will be given in class.

Peer Review of Game Plan Report (See above under 2!)

Midterm Exam (10%)

The midterm exam covers the basic consulting framework we will be using, TEAM FOCUS. It will consist of multiple-choice and true/false questions, along with some short-answer questions pertaining to students’ own projects.

Class Participation (20%)

Class attendance and participation are mandatory and will be evaluated strictly and on an individual basis. Your grade will depend on the quantity of your participation and, most of all, the quality of your participation. Your participation grade may be negatively affected by unprofessional behavior (e.g., inappropriate comments, doing other class work, chatting with classmates, inappropriate usage of laptops and electronic devices during class time, etc.).

A couple of times during the semester, you will be asked to reflect on the process and your own learning.

It will be particularly important to prepare for the sessions in which we have external guests. These people are experts in their domains and are willing to share their time and knowledge for our benefit.

A small portion (5%) of each student's overall participation grade is based on his or her contribution to the team project based partially on the Team Charter, peer evaluation, and the professor's observations as outlined below.

Everyone is expected to contribute to each team assignment, allocate work equitably and set early deadlines to avoid free rider situations. Set team ground rules and **voice any concerns early** for resolution. A lack of contribution to the team assignment will result in serious deductions from an individual student's overall participation grade.

CAMPUS RESOURCES AND POLICIES

Academic Integrity. The professor will strictly abide by the academic integrity policies as stated in the Code of Academic Integrity. Academic dishonesty is defined as cheating of any kind, including misrepresenting one's own work, taking credit for the work of others without crediting them and without appropriate authorization, and the fabrication of information. For additional information refer to the following website: <https://studentconduct.gwu.edu>.

Disability Support Services. Any student who feels s/he may need an accommodation based on the impact of a disability should contact me privately to discuss specific needs. Please contact the Office of Disability Support Services to establish eligibility and to coordinate appropriate accommodations.

Academic Center (Rome Hall) Suite 102, 801 22nd Street, NW

Phone: 202-994-8250, Email: dss@gwu.edu, Website: <http://gwired.gwu.edu/dss>

University Mental Health Services. The University Mental Health Services offers 24/7 assistance and referrals to address students' personal, social, career, and study skills issues. Services for students include:

- Crisis and emergency mental health consultations
- Confidential assessment, counseling services (individual and small group), and referrals: Marvin Center Ground Floor, 800 21st Street, NW, Washington, DC 20052

Phone: 202-994-5300, counsel@gwu.edu

UNDERGRADUATE OATH OF HONOR

As a student of The George Washington University School of Business, I will lead with honor. I pledge always to uphold our community's high standards of integrity and civility. In my personal, academic, and professional life, I will strive for excellence, respect all people, and work with others to have a positive impact on my communities and the world.