

**Seattle University    Albers School of Business**  
**MGMT 572-01        International Business Consulting**  
**MGMT 591-02        New Venture Consulting**

**Winter 2009**

**Class Meets:** Wednesdays, 6:00-8:40 pm, Pigott 304

**Instructor:**    Dr. Peter V. Raven

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Hours Tuesday, 4 :30-5 :30 pm, or by appointment

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Class Web site: <http://angel.seattleu.edu>

Your login and password are your SU e-mail login and password. We will use ANGEL extensively for communication and I will set up your teams to be able to use it for “private” team communications.

**Textbook:**

None, but you will need to consult various texts and references to be informed about your unique project.

**I. Purpose and Objectives**

The goal of this course is to help you achieve an understanding of the global and domestic environments in which U.S. businesses, particularly small and intermediate firms, must compete and managers manage. You will be involved in analyzing considerations such as: the economic and political forces that shape the patterns of trade; problems of investment and finance; communicating across cultures; understanding the special needs of early stage firms, and many others.

This course is designed to offer students the opportunity to apply the principles, concepts, and skills learned in prior classes to actual business situations. Students will be expected to use their knowledge and judgment to make decisions and recommendations concerning the business requirements and objectives that they will investigate.

During the quarter, students will need to utilize a variety of communication techniques: brainstorming, encoding, decoding, role-playing, decision-making, problem solving, library research, report writing, and more. The objectives of the course are to:

- Provide a foundation for understanding the processes and practices of international and/or early stage businesses, which will assist students in future career positions.
- Understand and develop the ability to deal with the array of critical decisions facing the management of companies engaged in international and/or early stage business.
- Develop a working familiarity with the availability and reliability of secondary data, both qualitative and quantitative, relating to business requirements.

- Understand the importance and need for a close familiarity with foreign cultures and environments, and the impact of different economic and political systems, laws and regulations, etc., as related to conducting business internationally.
- Provide an experiential base for learning business development and practices through research, direct contact with company staff and executives, and participation in a practical business project on behalf of and in cooperation with a local area firm.

The intent is also to provide an understanding of the choices facing managers operating in an international or domestic business environment, such as: the company's overall strategy; the choice of countries and/or markets in which to establish operations; the choice of market entry methods; the degree of decentralization and adaptation/centralization and standardization of product and operations; and, the organizational structures and systems needed to coordinate operations.

## II. Class Procedures and Activities

To a great extent, this will be a self-directed class wherein student responsibilities will be of a different scope and nature than in the normal classroom environment. The teamwork that is required will also differ from previous team project experience, in that the projects are actual situations requiring decisions, recommendations, and action. Considerable interaction will be required between the student teams and participating companies. Insofar as possible, students will be given a choice as to the company with which they will work

The class will be organized into teams of 2 to 4 students each. Student teams will work together with a participating local company in order to accomplish a project of the type described in section III below.

Material covered in class during the quarter will be directly and systematically linked to the projects that are being performed. Explanation and rationale for the techniques and skills that will be required to complete the projects successfully will be developed sequentially. Lectures, if any, will focus on subjects directly relevant to the objectives of student projects, and will use these projects as illustrative "live" case studies for class discussion.

Schedules permitting, executives of participating firms will be invited to class to describe their companies' products/services and industry and to discuss, informally, their international plans, objectives, activities and experiences, as well as the issues which affect the choices and decisions which they face.

Consultants, government sources, and others will periodically discuss with you their perspectives and resources.

### Academic Integrity

Students are expected to observe the University Academic Honesty Policy at all times. Any individual work you turn in must reflect your own work product and effort. The use of materials from others is strictly prohibited.

## III. Project Descriptions

Student teams will perform the research, analysis, and evaluation required to advise the company's management in project areas similar to those described below. Actual project assignments will depend on company requirements and may differ from the examples given.

- Identifying the most viable target markets for the company's product(s)/service(s)

This type of project requires a comparative analysis of relevant economic, political and cultural information, and the progressive screening of countries or markets, whereby more and more detailed information is gathered at various stages of interest in order that low-potential countries or markets can be rejected as early in the process as possible.

- Developing the "best" market entry strategy for specific target markets.

Given prevailing conditions in the business environment of a particular target market, both general strategic choices (e.g. exporting, licensing, etc.) and specific tactical choices (e.g. pricing, distribution, promotion, etc.) will be evaluated.

- Completing a preliminary marketing plan for the company and its products / services

This project will draw heavily on information gathered in projects such as those described above, and detail the most effective means of marketing the company's product(s) and the steps necessary to implement the plan.

#### IV. Team Reports

The results of each team's efforts will be formalized in a written report to the cooperating firm. It is expected that these reports will be prepared carefully, thoroughly, and in a manner consistent with high academic and professional standards. Teams should have the confidence that their work is sound enough to withstand scrutiny by company executives, and complete enough for these executives to utilize the information productively in their business activities.

Reports will be 25 pages in length, plus appropriate appendices, and a bibliography of sources utilized. The objective of each team's efforts will be to provide the company with a report which is practical, useful, and provides the firm with information they do not already know.

Teams will make practice oral presentations to the class and final presentations to company executives summarizing the results of their efforts, explaining the rationale behind recommendations/conclusions, and indicating the next steps to be taken. Oral reports will be presented at the company's offices.

V. Grading will be based on the following criteria:

<u>Criteria</u>	<u>Weight (%)</u>
Mid-term briefings to class	5
Initial draft of written report	5
Oral presentation to the company	35
Final written report	45
Participation and effort – including class attendance	10
Peer Evaluations*	

**\* Because these projects have such a high profile and are so important to both our client firms and to Seattle University, the Oral and Written reports will be discounted by your individual score on a peer evaluation. If you received a poor evaluation, your grade could be severely impacted. This is designed to make sure the team works well together and to minimize the free-rider syndrome, among other issues.**

VI. **Class Schedule** (Tentative – Check class announcements and ANGEL for updates)

Week	Schedule
1 – January 07	<ol style="list-style-type: none"> <li>1. Orientation – Review of class objectives</li> <li>2. Project descriptions, guidelines and expectations.</li> <li>3. Introductions of class members, team formation, project selection.</li> <li>4. <b>Assignment:</b> Before next session, teams <b>meet with client companies</b> to establish/confirm project objectives and begin preparation of: Statements of Work, Engagement Letters and class briefings.</li> </ol>
2 – January 14	<ol style="list-style-type: none"> <li>1. International business research and resources</li> <li>2. Complete Statements of Work &amp; Engagement Letters</li> <li>3. Schedule team meetings with instructor: <ul style="list-style-type: none"> <li>• Sign off on Engagement Letters</li> <li>• Prepare for class presentations</li> </ul> </li> </ol>
3 – January 21	<ol style="list-style-type: none"> <li>1. Government information, programs and assistance – Briefing by Senior Trade Specialist, U.S. International Trade Administration, USEAC.</li> <li>2. <b>Team presentations</b> to class outlining projects, approach adopted, resources to be utilized and task allocations</li> <li>3. Team meetings with instructor</li> </ol>
4 – January 28	<ol style="list-style-type: none"> <li>1. Guidelines for written reports</li> <li>2. Team meetings with instructor</li> </ol>
5 – February 04	<ol style="list-style-type: none"> <li>1. Team meetings with instructor</li> </ol>
6 – February 11	<ol style="list-style-type: none"> <li>1. <b>Turn in preliminary rough drafts (graded)</b></li> <li>2. <b>Midterm briefing to class (graded) (~10 minutes + questions)</b></li> <li>3. Guidelines for Oral Presentations--class discussion</li> </ol>
7 – February 18	<ol style="list-style-type: none"> <li>1. Team meetings with instructor to discuss preliminary rough drafts (30 minute sessions – to be scheduled).</li> </ol>
8 – February 25	<ol style="list-style-type: none"> <li>1. <b>Turn in final rough drafts</b> (not graded)</li> <li>2. <b>Oral trial run presentations</b> (not graded) of projects to class and advisors. (Each team 45 minutes – to be scheduled).</li> </ol>
9 – March 04	<ol style="list-style-type: none"> <li>1. <b>Oral trial run presentations</b> of projects to class and advisors. (Each team 45 minutes – to be scheduled).</li> <li>2. Assignments for next session: <ul style="list-style-type: none"> <li>• Schedule and Prepare for final presentations at client companies</li> <li>• Complete final reports</li> </ul> </li> </ol>
10 – March 11	<p><b>Final written reports due</b> – to be delivered to client companies and instructor a minimum of one working day <b>prior</b> to oral presentation.</p>
11 – March 18	<p><b>Company presentations (if needed)</b></p>