

At the end of your first year at IBMS you were asked to choose one of the regions for your (international) project: Africa, Central and Eastern Europe, Western Europe, North America or Asia, and subsequently during the Block 1 you will conduct Country analysis related to the chosen sector and industry. This module consists of the Country Analysis Assignment and Venture Strategy Business Game.

By conducting the Country Analysis you will apply the judgment and decision making process of individuals in the companies in the context of country risk assessment as part of international business. Furthermore you will apply theoretical concepts from the previous modules and evaluate the fluctuations of foreign exchange and interest rates, analyze the risks and vulnerabilities in international supply chain and logistical operations and design an international supply chain strategy. Besides that, you will apply the relevant international treaties and execute a competitor analysis, for this purpose you will have to use Research Methods and Project Management tools.

Through computer simulation, you will be placed into a very realistic international business setting where you will start up and run a company for one-and-a-half years (six rounds of decision-making). You will be struggling with business fundamentals and the interplay between marketing, distribution, manufacturing, human resources, finance, accounting and team management. You are given control of a simulated business and must manage its operations through several decision cycles.

Repeatedly, you must analyze the situation, plan a strategy to improve it and then execute that strategy out into the future. You face great uncertainty from the outside environment and from your own decisions. Incrementally, you will learn to skillfully adjust your strategy as you discover the nature of real-life decisions, including the available options, linkages to other parts of the business, conflicts, tradeoffs and potential outcomes. Furthermore, during the decision making rounds you will apply win-win concept and efficient meeting/negotiation structure.

Module learning outcomes:

- Examine the business process of demand chain network analysis and design
- Design an international supply chain strategy choosing the modes of transportation, the routes, intermediate assets (inventory placement, manufacturing) to meet business goals
- Analyze the risks and vulnerabilities in international supply chain and logistical operations
- Apply the Kraljic strategy portfolio matrix to the procurement of goods
- Analyze operations and supply chain management issues in a firm
- Communicate effectively using basic international business vocabulary (incoterms) with specific emphasis on terms associated with international trade and import/export operations
- Apply the relevant international treaties (CMR convention, Montreal Convention, Warsaw Convention and Hague Visby Rules) to solve legal issues arising from the carriage of good by different transport mediums
- Understand political risk, economic variables and legal systems of foreign markets
- Understand the consequences of the various risks inherent to international business
- Conduct a country risk assessment
- Propose mitigating measures on the country risk
- Identify and analyze trade and business development (within and between regions)
- Describe key issues for a given business problem
- Define feasible and relevant research objectives
- Formulate consistent set of research questions and sub questions for a business problem
- Explain the terms outliers, hypothesis, descriptive statistics (central tendency and variability) and inferential statistics (normal distribution, confidence intervals, correlation, chi square, t-test, regression analysis)
- Enter data in a data file (Excel or SPSS)
- Systematically check the data set for errors
- Identify outliers and determine what treatment these will receive
- Use SPSS for describing and analyzing the data
- Describe the data in terms of central tendency, and variability
- Produce frequency tables and basic charts
- Choose the appropriate statistics for a given problem
- Investigate relationships using appropriate statistics
- Correctly interpret the findings
- Assess the validity and reliability of a (quantitative) study within a business context

- Create a coherent strategic marketing plan, based on marketing data about the company's internal and external environment.
- Execute a competitor analysis
- Translate the marketing strategy into an operational marketing mix
- Defend appropriate conclusions about market research findings regarding marketing performance
- Adjust, based on research findings, the operational marketing mix to strengthen the company's competitive position
- Apply appropriate meeting/negotiation structure
- Apply proper business vocabulary in a meeting/negotiation setting
- Apply the correct level of formality
- Demonstrate active listening skills
- Differentiate between the issue and the person
- Present relevant ideas clearly
- Present logical arguments with supportive elements
- Demonstrate research ability by providing evidence (facts/figures) to support their position
- Adapt their behavior and use of language to the context/cultural differences
- Provide and accept constructive feedback