

Course: IBUS 579: International Consulting Project - Portugal

Location: Virtual

Time: Thu 1800-2130

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Office: PAC 470

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Office Hours: Tue/Thu 1600-1700, or by arrangement

GBC: Angela Shelley

INTRODUCTION

This course allows students to apply skills learned across disciplines in the MBA program to client projects in an international setting. Immersed in the international culture and working on challenging business problems, students will test their skills and thinking, gain global exposure, and help a client firm on a pro bono consulting assignment. Student teams will spend the quarter studying the international context, learning the consulting process, and conducting a consulting engagement. Normally, the course culminates with a trip to Portugal during which UW teams will complete their consulting projects with their clients while experiencing what the destination has to offer. Due to remote learning restrictions, we will instead shift the cultural immersion into series of ongoing activities during the quarter, while the culminating events surrounding client work will be done virtually via Zoom.

LEARNING OBJECTIVES

1. Gain global business experience by scoping and completing consulting projects.
2. Develop and sharpen structured problem-solving and consulting skills.
3. Enhance cultural intelligence by learning to operate in a different cultural and business context.
4. Make an impact helping clients facing important business challenges.
5. Develop client management skills.

LEARNING APPROACH

The course should be highly interactive and will be adapted to suit the background of the students involved. The key activities include:

1. Scheduled sessions held as noted above. Certain course content will be covered in each in a semi-structured manner while much of the time will be devoted to addressing the needs of student teams in conducting their client engagements. As well, there will be a cultural component to nearly every session. There are short readings that will be required for many of the sessions.
2. Given the time zone difference, several additional sessions will be held on Friday mornings to accommodate Portuguese (virtual) visitors at reasonable (Portuguese) times.
3. Team meetings, especially those with clients in Portugal, will be scheduled by the teams themselves. The initial and culminating client meetings should include the professor, while ongoing meetings will be scheduled and conducted by the teams alone, unless additional intervention or support is requested.

GRADING/ASSESSMENT

Assignment grades will be weighted (as below). If needed, final grades will be curved up or down to resemble Foster norms. Assessment is intended to map to the learning objectives and to your contribution to the learning approach. The weightings are intended to ensure you are graded individually, in groups, allow for schedule constraints. Any deliverable that is late is penalized 10%. After 24 hours, it is 25%. After a week, it is 50%. Your job is to manage the client to ensure you can complete this project on the scheduled timeline.

Content	
Final deliverable	50%
Interim deliverables	20%
Process	
Client and peer assessment	10%
Participation	20%

Final Deliverable:

The culminating deliverable to your client. This includes the deliverables themselves in the form agreed upon by your client team as well as the final presentation. Grading is based on overall quality of the deliverables and whether you have delivered value to the client.

Interim Deliverables:

Consulting is a process. The interim deliverables include the product of several of the steps in this process and provide a roadmap to the final deliverable. It allows student teams to manage client expectations so that those expectations can be met (or exceeded). These deliverables include (**See Canvas for exact due dates**):

1. ~Week 3. (internal) Project overview presentations. This includes client background, challenge faced, questions to be addressed, data collection framework, data possessed and needed, desired outcomes, client power map, contact data, etc.
2. ~Week 4. (external) Engagement letter **draft and final**. A letter from the team to the client in which the engagement is defined, including agreements about timeline, deliverables, logistics, time commitments, contacts, resources needed, etc. Submit the draft on Canvas. The final should be signed by the client.
3. ~Week 4. (external) Scoping presentation. Used to present the engagement to the client. This agreement is captured in the engagement letter.
4. ~Week 4. (internal) Project work plan. Team activities, timelines, checkpoints, and individual responsibilities.
5. ~Weeks 6-7. (internal) Project status reports/check-ins.
6. ~Week 9. (internal) Draft of final presentation/deliverable.

Client/Peer Assessment

Two surveys will provide input into your effort and professionalism.

1. Client survey – at the end of the course. Clients will give input on the team including the team's professionalism as well as the project process and results. This is mostly a team-level assessment, although clients will have the opportunity to provide feedback on individuals, if appropriate.
2. Peer assessment – toward the end of the course. Allows for feedback on individual-level contribution. Please identify and address team issues, whether internally or with me, **before** they become problems.

Participation:

This will be assessed by me (and Angela) based on your attendance and participation in scheduled sessions. This is the easiest part of the grade. Show up, participate.

PROFESSIONALISM/POLICIES

I expect you to treat this class as you would a professional responsibility.

- **COMMUNICATION.** Email is best. I try to answer quickly. If I do not answer within 24 hours, re-email me.
- **PARTICIPATION/ATTENDANCE** is expected. You will learn less if you are not here.
- **TIMING.** Show up on time and I will as well. Let's work together to identify appropriate break times and class end times. Sometimes we get on a roll (finance, in particular, is ridiculously fun) and lose track. I take no offense to a heads-up. If we achieve the learning objectives and have exhausted the materials, we end early.
- **MBA HONOR CODE.** I employ the policies and procedures espoused by the Foster School of Business Honor Code to maintain academic integrity in the course.
- **ACCOMMODATIONS.** If you have already established accommodations with Disability Resources for Students (DRS), please communicate your approved accommodations to me at your earliest convenience. To request academic accommodations due to disability, please contact DRS, uwdrs@uw.edu or (206) 543-8924.
- Washington state law requires that UW develop a policy for accommodation of student absences or significant hardship due to reasons of faith or conscience, or for organized religious activities. The UW's policy, including more information about how to request an accommodation, is available at Faculty Syllabus Guidelines and Resources. Accommodations must be requested within the first two weeks of this course using the Religious Accommodations Request form available at <https://registrar.washington.edu/students/religious-accommodations-request/>.

MATERIALS

ARTICLES: Several, posted on Canvas.

SESSION-by-SESSION SCHEDULE:

See Canvas