

# Course Guide



**HOGESCHOOL  
UTRECHT**

PO Box 85029  
3508 AA Utrecht  
The Netherlands

T +31 30 258 62 00  
F +31 30 258 62 05  
[www.hu.nl](http://www.hu.nl)

- MB-DOBUSEM-14
- Minor IBEM
- Block B or D
- 5 EC
- Full time
- Conceptual course
- Obligatory course

Author: G. van Leeuwen, [gerard.vanleeuwen@hu.nl](mailto:gerard.vanleeuwen@hu.nl) Room 2.48, Tel: +31 (0)638762408  
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“To conclude we learnt many things during this business game like the impact and importance of each department of a company as well as the external factors that could impact an international company.  
Our strategy was not perfect but we improved ourselves at each period to go ahead of the competition and be the leader of our market.”

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Doing Business in Emerging Markets

Minor International Business for Emerging Markets

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# 1 Course Description

Next One is a management simulation game in which competing teams are responsible for the strategy, marketing, production, operations, finance, human resources and R&D of an international organization. The company is one that operates in a variety of continents and emerging markets.

Its core business is the production, development and sale of smart phones in the emerging markets of India, Indonesia, Kenya, Mexico, South Africa and Taiwan.

Doing business in emerging markets is slightly different. There is more uncertainty due to policy risks (licences, bribes, institutional and legal deficits, unreliable data) and infrastructural problems but the gains can be much higher.

The class will be divided into teams of four. You compete with other teams, and the success of your chosen strategy depends on the other teams' strategies and the scenarios introduced by the game leader. In this team you perform a specific role, Chief Financial Officer, Chief Commercial Officer, Chief Operations Officer or Chief Human Resource Officer.

You will play eight rounds in total, and the team that performs best wins. The criteria are: net profit of the last 2 periods 20%, solvency 5%, overall market share 15%, customer satisfaction 10%, production & stock costs 10%, availability of products 15%, personnel morale 15%, and profit per employee 10%.

This project will teach you the consequences of marketing decisions for other business functions and for the company's ultimate performance in emerging markets.

## 2 Course Goals and Learning Objectives

### Learning outcomes:

Regarding the relevant domain competencies:

1. forming a view of changes and trends in the external international environment, and developing relationships, networks and chains;
2. analysing policy issues, translating them into policy objectives and alternative policies, and preparing decisions;
3. taking sound decisions based on relevant information in order to achieve the organization's aims as effectively as possible;
4. developing social and communicative competencies, such as team working, customer orientation, collective responsibility, leadership, and communication.

### Learning objectives:

Regarding knowledge, at the end of the project the student will have the ability and knowledge to:

- o formulate a strategy;
- o be aware of how relevant factors on macro and meso levels influence an organization's strategy and performance;
- o make various strategic choices;
- o formulate business and marketing objectives;
- o translate strategy into operational policy;
- o be aware of the mutual influence of functional business units and their impact on company performance;

Regarding conduct and professional attitude; the ability to:

- o work in a team;
- o work under pressure of time in order to meet deadlines;
- o assess available information critically;
- o separate main issues from secondary issues;
- o approach problems analytically and critically;
- o solve problems.

### **3 Place in the Curriculum and Related Courses**

The course 'Doing Business in Emerging Markets' is given in Block B or D as part of the minor 'International Business for Emerging Markets'.

## 4 Study Burden

The total study burden will consist of:

### Contact hours

Lectures	(7 sessions x 1,5 hour)	11
Workshops	(7 sessions x 2 hours)	14

### Self-study hours

Reading	(5 weeks x 8 hours)	40
Assignments	(5 weeks x 8 hours)	40
Report writing		15
Presentations		10
Logbook		10

<b>Total hours</b>		<b>140</b>
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## 5 Pre-requisites

None

## 6 Exemption Possibilities

None



# 7 Competencies

This course contributes to the development of the following competencies:

## I.1 International business awareness

- The ability to do an extensive research and to make a transparent synopsis of an international study. On this basis he/she can advise management on the opportunities and threats in the international legal and business environment.
- The student shows a clear interest in international developments beyond the immediate scope of his/her own activities and reads specialist literature on this topic.
- The ability to attune his/her own activities and those of the company to international trends.

## I.2 Intercultural competency

- The student can recognize and appreciate cultural differences in behavior and values.
- He/she has developed an open attitude and is motivated to work abroad. He/she can make effective use of empathy, or 'frame of reference shifting', to understand and be understood across cultural boundaries.
- He/she can maintain an international network essential to his/her tasks and to the company.

## II.4 Business processes & change management

- The ability to create and change organizational policy while respecting the interdependence between company strategy, business structure and human resource processes..

## III.9 International human resource management

- The ability to assume strategic responsibility in formulating relevant HR policies and practices for the further development of the organization or corporation in international and intercultural context.

## IV.1 Leadership

- The ability to choose a role as leader depending on the situation. He/she needs to have a great awareness of the different styles of leadership, conflict models and negotiation techniques.
- He/she is able to convince others easily by using arguments.
- He/she is able to make decisions even when the outcome is unsure and he is able to motivate persons to work in a team.

## IV.2 Co-operation

- The ability to encourage others to obtain results through co-operation by sharing ideas and giving in to the wishes of others, when necessary to progress as a group.
- The ability to fulfill an exemplary role within a team.
- The ability to keep contributing and participating, even when he/she is no longer directly involved.
- The ability to provide new ideas to improve results collectively.

## IV.3 Business communication

- Good operational command of the English language in a wide range of real world situations, e.g. can participate effectively in discussions and meetings.

## IV.5 Planning and organising

- The ability to stimulate others to harmonise the planning and organization of projects and activities in an effective manner, in relation to his/her own activities.

## 8 Didactic Forms

The course involves 7 weeks of sessions, including workshops of 2 hours each and lectures of 2,5 hours. The didactic methods involve lectures, workshops, and assignments. The course will be evaluated by means of a group report that has to be presented in class.

## 9 Student Activities

Week	First Lecture (presentations)	Second lecture (simulation)	Assignment
46	Introduction game	No lecture	Strategy Report
47	Presentations Strategy	Practice round (120	Secret assignment 1 Logbook (reflection)
48	Presentations SA 1	Round 1 (120 minutes)	Entry report Mexico Logbook (reflection)
49	Presentations Entry report Mexico	Round 2 (100 minutes)	Sales pitch for potential client Logbook (reflection)
50	Sales pitch	Round 3 (80 minutes)	Secret assignment 2 Logbook (reflection)
51	Presentations SA 2	Round 4 (60 minutes) Round 5 (60 minutes)	Secret assignment 3 Logbook (reflection)
52	Vacation; no lecture	Vacation; no lecture	
1	Vacation; no lecture	Vacation; no lecture	
2	Presentations SA 3	Round 6 (45 minutes) Round 7 (35 minutes) Round 8 (30 minutes) Evaluation and announcement winners	Logbook (reflection) Report

Hand in date of the report is January 19<sup>th</sup> 2018.

# 10 Assessment

Type of Assessment	Weight	Min. Mark
Group report	100%	5,5

The lecturer has the right to differentiate between the group members.

## Assignments and reports

The final mark will be based on the report. The report consists of:

Title page with the company name, the names of the group members, their student number and function

The ranking per round and the mark per function (CFO, COO, CCO, CHRO).

1. The reflection per round per function (40%) (what were your goals for this round, what decisions did you make to achieve this goals, what were the results and the reflection on your decisions).
2. Strategy report and presentation (10%)
3. Entry report and presentation (10%)
4. Secret assignment 1 report and presentation (10%)
5. Secret assignment 2 report and presentation (10%)
6. Sales pitch (10%)
7. Secret assignment 3 report and presentation (10%)

The hand in date of the report is **January 19<sup>h</sup> 2018**.

## Resit opportunities

There is a possibility to do a resit of the assignments in deliberation with the lecturer involved (hand in date April13th 2018).

A resit of the simulation game is probably possible in block d.

# 11 Course Material and Literature

Next One Manual

# 12 Course Evaluation

The lecturer will ask students to fill in confidential feedback forms before the end of the course and discuss these evaluations with students at the end of the last lecture of the course. In addition, a student panel will evaluate the course at the end of the block.