

COURSE GUIDE



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1 Introduction

Business in a Globalization Context: When you open the newspaper you are confronted with signs of globalization. Some economies are on the rise, showing a steep incline in GDP. There is increasing trade, financial transactions and physical transport around the world. The sky seems the limit to this kind of growth.

There is not one accepted definition of Globalization. That makes it difficult to create a clear understanding of the topic. We'll use the definition here as the process that takes place for closer economic and cultural integration, considering the financial markets, products and services, and people (labour and cultures). Although the process of Globalization exists as long as humanity, there is an acceleration going on. There is of course the improved technology, making the financial and information exchanges possible, but also economies like Russia, China, India and Korea are booming as can be seen in a rapid rise in their GDP. The acceleration also takes place in international trade and integration at financial markets and the migration rates.

Now there is a rising feeling that globalization isn't a process that is beneficial for everybody in the world. And that it should be steered in the right direction. For example you see movements like anti-globalization becoming stronger with more followers. And there are reversing trends like Brexit, based on more nationalistic sentiments. On the other hand you see global organizations like the WTO, forcing countries to develop their policies and markets in a direction that they see fit for the common good.

It can be concluded at least, that the business environment is changing rapidly. New long term strategies have to be set out. A trend in business is the awareness of the sustainability of the business. The problems of reaching the planetary limits are recognized, and from a moral and a business perspective (making profits on the long term), business have to adapt the sustainability strategy.

Emerging Markets: Also, as a part of the force of Globalization, it is generally expected that there will be a major shift in the market. The Western based markets (Often referred to as the TRIAD of North America, Europe and Japan) is losing its dominance. The global investors foresee in the near future a rise of the emerging markets. A couple of years ago only the BRIC (Brazil, Russia, India and China) countries were considered emerging, but now that definition has widened towards all Latin American, some African, almost all Asian and Eastern European Countries. Although their economies might be relatively small, in total it will overshadow the "old" developed markets. Now doing business in this new setting will give rise to new challenges. To tap into the business opportunities available in these huge markets requires a proper understanding of the dynamics of these markets. The cultural, political, legal, and societal diversities are mostly unknown to the western based entrepreneur and traditional business schools seem hardly equipped to prepare the future entrepreneurs for these challenges.

The Future of Business: How can current business survive in this rapidly changing environment? Western business cannot compete on low wages and cheap production. Land price is relative high, social and environmental regulations stringent, permits and procedures are often complex and tedious. Will we lose the competition with these new emerging economies, which often don't have these delimiting circumstances? That's why business has to reposition itself in the market. Elements like creativity, high level of innovation, high tech and knowledgeable and intrinsically motivated workforce are assets that are not easy to copy for the new competitors in emerging markets. Especially business who has a good understanding of the market, with good product-market combinations, high level of service, can create an enduring relationship with their clients. This relationship will not be easily traded for cheap, low quality products or services. This might be the key to long time survival.

Global management project: This project is part of the INTENSE project (INTernational ENTrepreneurship Skills Europe). Student will collaborate with students from partner-universities to advice Small Medium Sized Enterprises on their internationalization question. The questions are provided by companies who have real plans to internationalize, but are still lacking sufficient means to do so. Therefore these SMEs need some help to have their questions answered.

2 Project Case

2.1 Case description.

There are 5 SMEs in this project that want to internationalize:

- AYVI (NL)
- Wegrow (NL)
- Euro-Trans (GER)
- Sweet Amsterdam (NL)
- Studio Louter (NL)

There are 6 SMEs that want to enter the Dutch Market

- Europlast (CRO)
- Rettig Group (BEL)
- "Yooneeque (GER)
- Belightful Design (FIN)
- Fiylo (GER)
- Logis (BEL)

2.2 Positioning

The students will act as consultants. The students will write the recommendations to the questions delivered by the client and present it to the client at the end of the term.

The consulting students team will meet biweekly with the one of the tutors, to discuss the progress, evaluate interim results and setting out further course of the project (and make adjustments if necessary). The workload of this project is managed by the consulting team and they have to make a good planning accordingly and be able to show that to tutors. The student teams members will write hours using Toggle.

The functioning of the teams will be assessed by the use of peer evaluation (appendix 3) and a final evaluation of the delivered products (appendix 2).

2.3 Milestones

Important "milestones" in the project are:

1. Briefing: Project Coordinator and tutors explain the proceedings of the course. If available the representative of the client explains the case, students ask questions about the course and case.
2. Debriefing: students give feedback to each other, recreate their briefing and give debriefing to the client on their understanding of the assignment, and upon agreement a plan of approach will be made.
3. Plan of Approach: tasks, time planning, hours to be spent (budget), products to be expected etc., are described in the plan of approach. Plan of Approach is delivered by the consulting team to the tutor.
4. In weekly meetings the teams show the progress of the project to the tutor. In a shared documents platform (Google docs, Onedrive, or MsTeams) the Plan of Approach and the draft documents for the recommendations are uploaded/updated weekly. During the project the students can ask questions to the client. The questions can only be forwarded if approved by the tutor.
5. Halfway the project intermediary results are shown to the client. Based on the feedback of the client the project can be given an improved direction.

Deliverables:

6. The **presentation** is practiced before the final date. On the final day the consulting report is presented, explained and motivated during a PowerPoint presentation.
7. The result will be a **consulting report** that is to be presented to the client. The consulting report has to be according to the debriefing and plan of approach.
8. About this internationalisation assignment a **case study** is written. This case study will be used by students to practice in future courses

2.4 Assignment and assessment

The student consulting team will report to the tutor the outcome of the research on a regular basis (bi-weekly), on appointment with the tutor. These sessions are used to steer the work into the right direction in order to give a satisfactory recommendation to the client and to pass this project. Being transparent on the progress is essential in this project.

Student attendance: In general all class or team activities where an assessment takes place is obligatory. In the case of this project all meetings contribute to your grade and are therefore obligatory. In case a student can't attend a meeting the student needs to inform the teams and tutor of the absence and reason beforehand.

Assessment takes place by a panel of the 3 tutors and the client. Individual marks can be given on the basis of the peer evaluation and assessment by the tutor. See 5 Tests and assessment for the details.

2.5 Specifications

The reports will be assessed on

- Business competences:

International Business Awareness and Strategic Vision Development

The report should show the international business awareness competency up to level 3 as described under the chapter Competences below. Also the report should contain the International Strategic Vision Development Competency up to level 3.

- Generic competences:

Ethical responsibility, Analysing and information processing and communication

- Communication:

The report should also be according to the criteria as described in the appendix, proper use of English, proper layout, etc.

3 Competencies

Domain competencies for the Bachelor of Business Administration:
 From the Domain competences as described in the curriculum for the FEM documents the following 2 are applicable to the project:

Domain	Business Administration	
ID	International Business and Management Studies	
International Business Competencies	International Business Awareness	The ability to outline and evaluate the key patterns and trends in international business activity, the different approaches to internationalisation, the influence of increasing globalisation, international trade systems and financial relations and the role of several principal institutions (e.g. WTO, EU, IMF, World Bank) on international business. He can assess the impact of these trends on his own activities as well on the business policy.
	Task and Context	The IBMS graduate should be a true generalist in the theory of international business. He needs to have a great awareness of the universal aspects of international business trends and the role of principal institutions. The IBMS-graduate is internationally oriented, shows a clear interest in international developments beyond the immediate scope of his own activities, reads specialist literature and is able to make a transparent synopsis of an international study. This should be combined with a broad application of knowledge, insight and skills and a multidisciplinary integration. With this knowledge and insight he will be able to attune his own activities and the business policy to the opportunities and threats in the international developments. His role will be that of an advisor.
Level	<i>Level 1</i>	The ability to research, describe and understand the key patterns and trends in international business, to identify the role and importance of Multinational Enterprises and to explain the role of globalisation. The ability to examine the impact of governmental policies and practices on international trade and the role of the EU and other principal international institutions like WTO, IMF and World bank. The student has the legal knowledge to understand legal terminology and basic legal arguments. The student shows interest in international developments.
	<i>Level 2</i>	The ability to evaluate patterns and trends in international business, elaborate further on the theory and practice of international trade and financial markets. The ability to explain various methods to enter foreign markets, outline the arguments to support free trade, identify the sources of comparative and competitive advantage among nations. The student can research and assess political risks, economic variables and legal systems of foreign markets. The ability to make legal statements and support those statements with legal arguments. The student is aware of recent international developments in specific regions.

	<i>Level 3</i>	<p>The ability to do an extensive research and to make a transparent synopsis of an international study. On this basis he can advise management on the opportunities and threats in the international legal and business environment.</p> <p>The student shows a clear interest in international developments beyond the immediate scope of his own activities and reads specialist literature on this topic.</p> <p>The ability to attune his own activities and those of the company to international trends.</p>
Further Specification	International Business awareness refers to the knowledge and skills in the fields of international business research, economics and law. Students should have an integrated view on trends in the international business environment and apply this knowledge in his role as an advisor on international aspects essential for a company.	

Domain	Business Administration	
ID	International Business and Management Studies	
General Management Competencies	<i>International Strategic Vision Development</i>	The ability to use his conceptual and visionary skills to contribute to the development and evaluation of the internationalisation strategy of a company.
	Task and Context	<p>The graduate performs his tasks within the constraints of a company's mission/vision and internationalisation strategy. He must be able to recognise and understand this mission/vision and be aware of the impact it has on his own activities.</p> <p>On the basis of his own knowledge and awareness of international trends and developments he must be able to contribute to adjustments in the mission/vision and internationalisation strategy of a company, while also being able to evaluate, assess and defend various possible strategic choices.</p>
Level	<i>Level 1</i>	The ability to identify the basic components and concepts of a vision and an internationalisation strategy. He can describe this vision and strategy and can indicate the consequences of this vision and strategy for his immediate activities.
	<i>Level 2</i>	The ability to recognise topical trends and the consequences they could have for the vision and internationalisation strategy. He can outline and explain several methods to enter foreign markets. He can assess the consequences of an internationalisation strategy for the evaluation of management options.
	<i>Level 3</i>	<p>The ability to translate trends in the environment to opportunities and threats for the organisation. He should be able to assess an international strategic policy for a company, clearly defining the strategic limits. He can contribute to the adjustment of a vision and strategy.</p> <p>He can assess the consequences of a vision and strategy for business policies and processes.</p>

4 Organisation and support

4.1 Planning

The planning is in the hands of the student teams under supervision of the tutors. Every week progress is shown to the tutors. The student teams reports and meets every week with the tutors. In week 6 the final presentation will be held and the final consulting report is presented

4.2 Support

For questions contact:

Willem Klijnsra willem.klijnsra@hu.nl

Menno de Lind van Wijngaarden menno.lind@hu.nl,

Annette Ammeraal annette.ammeraal@hu.nl

4.3 Prerequisites

The student should have a year 3 level basically; a high level of motivation and a great sense of responsibility towards their team members. For this project a B1+ level of English is required.

4.4 Related courses

All courses within the Minor Globalizing Business

4.5 Literature

See MsTeam site

5 Assessment of the Project

5.1 Products

Products:

- Consulting report (see appendix 1)
- Presentation (PowerPoint)
- Written Case

5.2 Process

Process:

- Plan of approach
- Weekly progress
- Peer evaluations (appendix 3)

The tutors will assess the work of the consulting team with a sufficient/insufficient weekly. A fail means that the work handed in didn't meet the basic criteria (see appendix 2):

Objectives

Diligence

Desk Research

Field work

Relevance

Oral presentation

Consulting report

If the consulting team receives an insufficient they should hand in an improved version the next week to the tutor.

If the consulting team fails for a second time the project coordinator can expel the team from the project. There is no resit opportunity for the project, so if a team or team member is expelled there can be no grade or ECTS earned for this project anymore. The tutors will support the teamwork. If the consulting team is not functioning well the team members have to inform the tutor timely. If there is not a satisfying solution reached within the duration of the project, the Project coordinator is entitled to expel a student from the team. The team has to show, however, that all was done to improve the performance (e.g.. attendance) of individual team members, and show the communication to the student in question.

5.3 Individual vs. group assessment

The assessment panel consisting of the tutors and client give a grade for the presentation and consulting report, meaning that all members of the consulting team get the same grade. On the basis of the peer evaluation (appendix 3) and assessment a certain percentage of the grade can be given to individual students. E.g. the assessment panel grades the team product with an 8, but according to the evaluation some team members only contributed 80%, the grades will be for those members a 6,4

5.4 Pass/Fail

One grade is registered in Osiris (100%) for the total project, including process, consulting report, written case and presentation. The 100% consists of the following marks:

Process	30%
Consulting Report	30%
Written Case	20%
Presentation	20%

5.5 Resit Possibilities

There are no resit possibilities for the Global Management Project. There are several feedback moments in the program, which enables the teams to improve performance throughout the project.

Appendix 1



INTERNATIONAL ENTREPRENEURSHIP SKILLS EUROPE

How to prepare a consulting report?

Report Outline

This is an overview of elements that your consulting report MAY include. The specific outline of your report will depend on the topic/research questions that you are working on. Your outline needs to be adapted to the specific content of your report. Of course, some elements are a must for a serious consulting report. These elements are marked with an asterix*.

➤ **Cover Page*:**

The cover should carry the title of the report along with some extra information that will help people who may want to file it for later use. For example, you might want to list the members of the team, show off the company logo and the logo of your university, and list the date of the final submission of the report.

➤ **Disclaimer Page*:**

A disclaimer is a statement that the company or organization hopes will limit its liability for the product or service it provides (as your instructors, we certainly do not want to be held responsible for any bad advice or research you provide your clients 😊). The disclaimer statement is fairly typical in consulting projects, and if nothing else reflects the seriousness of writing at a professional level. There is often a great deal at stake, so make sure that your writing and research processes mirror this seriousness.

You can cut and past the following disclaimer statement for your report:

DISCLAIMER

This material is based upon work supported by *enter name of your university*. Any opinions, findings, conclusions, or recommendations are those of the authors and do not reflect the views of *enter name of your university*, its employees or its administration.

➤ **Title Page*:**

The title page of a formal report works in collaboration with the cover page. The title page should include specific information regarding the report:

- Names of the authors or other contributors, including contact information and the name of your university
- Mention that this report was produced as part of the project 'INTENSE – INTERNATIONAL ENTREPRENEURSHIP SKILLS EUROPE', co-funded by the Erasmus+ Programme of the European Union.
- A specific title that reflects, as much as possible, the main points of the report
- The name of the business or organization that your team is consulting
- Logos of the company you are consulting and of your university

➤ **Table of Contents*:**

A table of contents serves three purposes. Obviously, it helps readers who do not want to read the whole report but want to easily locate particular parts of it. In addition, it assists readers who want an overview of the report's scope and contents before they begin reading it in its entirety. Also, the table of contents serves as a tool for writers of the report by outlining specific aspects that need to be addressed.

Create the table of contents by outlining section titles and headings. Make sure that the table of contents reflects the organization of the report and enables your readers to easily locate specific pieces of information.

➤ **Executive Summary*:**

An executive summary is designed primarily to serve the person who, at least initially, does not intend to read the entire report. It usually states the main points of each section and emphasizes results, conclusions, and recommendations. Executive summaries are ideally suited to the needs of readers who are seeking advice about a decision or a course of action. These summaries are called executive summaries because some decision-makers rely wholly upon their advisors to read and evaluate the rest of the report.

For the purposes of this project, the executive summary should not exceed two pages, and should concentrate on listing the tasks performed by the team. This would involve summarizing problem/research questions, methodology, conclusions, and recommendations. It's not a bad idea to develop an executive summary during the early stages of your team's writing process, as this document can help to provide your team some focus. Keep in mind, however, that this will also be a document that will need to be revised to properly reflect your report.

➤ **Introduction to the Report*:**

The introduction allows your readers to preview the nature of the project you have undertaken for your client. Essentially, the introduction forecasts the basic organization of the report. The following questions should always be addressed and/or considered in the introduction to the report:

- **What is the problem/opportunity?** Be specific and if possible and appropriate, quantify. Describe the problem/opportunity in monetary terms, because the proposal itself will include a budget of some sort and you want to convince your readers that spending money on what you propose is smart. Be positive and motivating.
- **What is the purpose of the report?** Even though it might seem obvious to you, the purpose of the report is to describe a problem or opportunity and propose a course of action. Be specific in explaining what you want to do (and make sure that you actually do this!).
- **What is the background of the problem or the opportunity?** In answering this question, you probably will not be telling your readers anything they don't already know. Your goal here is to show them that you understand the problem or opportunity, as well as the relationships or events that will affect the problem and its solution.
- **What are your sources of information?** Review the relevant literature, including internal reports, memos, external public articles, or even books, so that your readers will understand the context of your work. Clients are looking to you for sound advice. If your research is sloppy, incomplete, and rather nominal (for example, you checked out a few websites that the client could do on his or her own free time), your report will be less convincing, and your ethos as a provider of sound advice will be suspect. The best reports always contain complete and thorough research (and a complete list of references!) – and complete and thorough research cannot be completed in the waning moments of the semester.

- **What is the scope of your report?** Indicate what you are proposing to do as well as what you are not proposing to do. In a report of approx. 20-25 pages (excluding references) you will not be able to discuss all issues in detail. You need to focus on the most important aspects/questions/problems. Let the reader know what the limitations of your report are.
- **How is the report organized?** Indicate how the report is organized, i.e. the structure of the report. This is usually done in one to two paragraphs at the end of the introduction.
- **What are the key terms that will be used in the proposal?** If you will use any new, specialized, or unusual terms, the introduction is an appropriate place to define them.

➤ **Background(*):**

The background section provides information on the context behind your research. Actually, the background section encompasses several sub-sections which require you to conduct comprehensive research. Remember that your ethos as a sound provider of business advice is largely based on the research that supports your findings and ideas. Clearly organize each of the sections. Open each section with an introductory preview of the material. Even more importantly, end each section with a conclusion that summarizes and explains to the client what the information is designed to demonstrate. Relate and unify all of the sections so that it reads as a coherent whole. Use good transitions between sections, and conclude with a section in which you pull together and evaluate the background. Refer to resources in the actual text itself and remember that the background section is not the place to analyze the problems or the opportunities.

The Background section is an important phase in researching and coming to understand your client, the firm, and the situation and environment in which they operate. **Not all clients may want a comprehensive background section to be included in the final report. Make sure to discuss this beforehand.** Even if the background section is not included in your final report, you surely need to do extensive background research to be able to work on your tasks. The following sub-sections may be part of the background section:

- **Client Profile:** The purpose of the Client Profile is to both “bring the client to life” and to tie the information together by explaining how it helps portray your client as a member of the business community. The client profile include some basic information on the client, such as places of residence, educational and training background, motivation to start the business, business philosophy/attitude towards business, etc.
- **Nature & History of the Firm:** What does the firm do (production or services) and has the firm evolved?
- **The Firm Today:** Provide information on the firm today, e.g. its current facilities, organizational structure and personnel, financial statues, as well as its immediate locale and setting.
- **Business & Market Environment:** This section describes the business and market climate of the local community and/or region. The focus here should be on the business and economic conditions that affect the firm’s operation. For instance, a craft shop or a bed-and-breakfast would tie into the larger picture of the area’s tourism; a concrete supplier would be affected by trends in new houses and commercial building starts.
There should also be consideration of the state, national, and global prospects and trends that could affect the local and regional business climate and / or your client’s business prospects. Your client’s firm is, in varying degrees, part of these micro and macro environments. Seeing the firm in these contexts can be crucial in perceiving and understanding its problem and prospects. This is a section where thoughtful, careful, and thorough research is important. Your client will be extremely impressed with a demonstrated understanding of the local, regional, and global market conditions that impact his or her business. Again, this is not the place to analyze or discuss any of the firm’s problems or prospects.
- **The Competition:** This section should profile local, regional, and perhaps even global competitors. It will also discuss likely trends in competition.
- **The Firm’s Objectives:** This section describes the firm’s short-term and long-term objectives.

➤ **The Team’s Tasks*:**

Clearly describe the tasks that the consulting team has agreed to carry out. This section should also identify any tasks that the team originally agreed to perform but which, for whatever reason, was unable to complete. The team must clearly point out how a general task breaks down into component tasks. For example, “Developing a Market Plan” will involve several component tasks. The tasks may include: “Designing and Administering a Market Survey”; “Designing an Advertising Strategy”, etc. By the same token, if a team is presented with only one general task, such as “Crafting a Business Plan”, they will need to break that general

assignment into component tasks. Secondly, this section is pivotal because it serves as a preview for the following section, in which you explain how you actually carried out each of the tasks.

➤ **Methodology*:**

In this section you narrate and explain the procedure your team followed in addressing the problem/tasks. Let the reader know which information sources/data you used, how you gathered this information/data (e.g. desk study, surveys, interviews, etc.), and how you analysed the information/data. You can either explain your methodology in a separate section or integrate information on the methodology you used in the sections related to your team's tasks. The latter makes sense if you followed different procedures for the individual tasks.

➤ **Sections related to your team's tasks (e.g. Market Entry Strategy)*:**

This section should be organised around your team's basic tasks stated in the section above. The section for each task should be organised in a consistent way, for example:

- Describe the current situation (in effect, the "problem and /or opportunity") and the needs / opportunities it creates
- Narrate and explain the procedure the team followed (your methodology) in addressing the needs created by the market situation (if you have not already done so in a separate section on methodology).
- Describe your results. What were you able to find out through your research? Based on your research findings, which model/strategy did you develop? Which potential clients/suppliers were you able to identify?
- Draw conclusions and make recommendations related to the individual tasks. Pull the evaluations together, state a solution/strategy, and justify one or more recommendations. Depending on the objective(s) of the consulting report, your solution/strategy should include major steps or phases and resources that are necessary to implement a specific recommendation and the expected outcomes.

Remember to reflect back on the research that your team conducted. Your team's ideas should not appear as if they developed out of "thin air." Use sentences that point your reader back to the research that your team conducted.

➤ **Recommendations:**

Depending on your tasks, you can discuss your recommendations in the sections related to the individual tasks or in a separate recommendations section. If developing recommendations is one of your tasks, you should probably add a separate section on recommendations.

➤ **Summary, Conclusion*:**

This final section pulls the report together, offers some words of assurance to the client, and states the team's (we hope) pleasure in having undertaken this consulting project. In pulling the report together, carefully summarize your findings and recommendations and what you see as the prospects for your client's business.

➤ **Bibliography*:**

"Bibliography" or "Works Cited" – call this section what you want. Whatever the case, **you must list all resources that you used for this report!** Therefore, it is imperative that you keep track of all the sources that your team used in the report.

Furthermore, in the text of the report **you must cite your sources whenever you use ideas or data generated by someone else.** You must cite these sources, even if you do not quote from them directly. When you do borrow exact wording, including key phrases, you must use quotation marks.

➤ **Appendices:**

An appendix contains material at the end of a formal report that supplements or clarifies. Depending on the nature of a consulting team's tasks, appendices will be more or less useful to the client. Among the kinds of material which might be included in appendices would be complete statistical readouts, copies of surveys and questionnaires, reprints of helpful articles, or excerpts from book length resources, brochures, copies of letters, etc. The appendix should reflect the amount of research that the team put into the project. Be careful that you

don't overdo it, though. If your appendix is too voluminous, you risk the chance that your client will simply refuse to wade through it to seek out important information. **Make sure that appendix materials are also referenced in the text of the report.**

Style Guide & Format

➤ Format

Use a font that is clearly legible. Ask the company whether they want you to use a specific font (e.g. in line with their own corporate guidelines). All pages must be numbered consecutively. Make sure to use the same format throughout the whole report. Ideally, one person should be responsible for formatting your final report before you hand it over to the company. Before you hand in your report, you should check that the following elements are consistent:

- Font and font size
- Headings
- Visuals
- Within-text citations
- bibliography entries
- spelling (US or UK)
- numbers and dates

➤ Headings

Use headings and sub-headings generously. Not only do they make it easier for your client to read and understand the report, but headings also help you to reinforce the organization of the report. Make sure to include all headings and sub-headings in the report outline!

➤ Visuals

Used properly, visuals (e.g. charts, graphs, figures) can effectively reinforce the main points of the written text. Furthermore, effectively positioned visuals provide a strong image for your readers to remember. When using a visual, remember to direct your reader's attention by introducing it in your text ("As one can see on Chart Three: Enrollment Statistics"). Note that you also need to be specific in your reference, i.e. always provide the source of the visual and add it to the bibliography. When positioning the visual on the page, locate it as closely as possible to the point in the text where it is referred. Tell your reader what you want them to see, and how you read/interpret the graph (explain the graph). Visuals should complement, not replace, key discussion in the text of the report.

➤ Citing

There are different ways to cite sources in your text. Your within-text citation style needs to be consistent.

➤ Bibliography

You must list all resources that you used for the report (s. above)! Make sure to use the same citation style throughout the bibliographies. Bibliography entries need to be consistent. You can make your life easier by using a reference management programme, e.g. Citavi, EndNote, Mendeley, Zotero (free), etc., for your bibliography and in-text citations.

Sources:

- Marietta College: General Outline for Business Consulting Reports. URL: <http://w3.marietta.edu/~catalant/Management%20451.pdf> [02.11.2017].
- Stroh, L. K., Johnson, H. H. (2006): The Basic Principles of Effective Consulting, Lawrence Erlbaum Associates Publishers, London.

Appendix 2

Rubric used by assessment panel.

	Needs improvement (5 points or less)	Average (6-7 points)	Excellent (8 points or more)
Objectives	Project does not meet the expectations and not all objectives are met	Project meets some expectations but not all and some objectives are met but not all	Project meets all the expectations and all the objectives
Diligence	Work delivered with little discipline. Guidance needed to ensure the timely and accurate delivery of the work.	Work delivered with discipline, with some reliance on guidance. Work delivered timely and accurately.	Work delivered pro-actively, with little to no reliance on guidance. Seeking solutions independently. Seeking feedback only on own input.
Desk Research	Research shows information from only a few sources. Sources are documented. But not always correctly. Sources are not always of a good level	Research shows information from a good amount of sources of a good level. Sources are well documented and mainly of a good level.	Research shows information from an extensive amount of sources. Sources are well documented and of a good level
Field work	Report shows some information based on own research such as interviews, calls, emails	Report shows a good amount of information based on own research such as interviews, calls, emails	Report shows a significant amount of information based on own research such as interviews, calls, emails
Relevance	Findings are somewhat relevant to the company	Findings are relevant to the company	Findings are highly relevant to the company
Oral presentation	Presentation is not always clear, not the right length, Information mentioned is not always relevant and not always well explained	Presentation is clear, the right length, Information mentioned is relevant and well explained	Presentation is very clear, the right length, Information mentioned is highly relevant and very well explained
Consulting report	Report is missing some parts such as introduction, executive summary, conclusion. Content is not very relevant for the company	Report is somewhat professional, with introduction, executive summary, conclusion. Content is mostly professional and somewhat relevant for the company	Report is professional with introduction, executive summary, conclusion. Contents is professional and highly relevant for the company

Appendix 3

Peer Evaluation Rubric

Using the following scale and the attached instructions and criteria, please evaluate EVERY group member (including yourself in the first column) on each of the areas listed.

Outstanding 4	Good 3	Marginal 2	Poor 0-1
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	(Your Name) {You Do Grade Yourself}	Team member 2 Name	Team member 3 name	Team member 4 name	Team member 5 name
Names of consulting team members					
1. Attitude towards the project <i>Interest in discussion & encouragement of others</i>					
2. Listening to others when working in groups <i>Paying attention & incorporating others' thoughts</i>					
3. Willingness to cooperate with others <i>Making suggestions, asking questions, drawing others in</i>					
4. Responding to emails/calls in a timely manner <i>Substantive responses made in a prompt fashion</i>					
5. Quality of submitted work <i>Well thought-out and/or researched</i>					
Total Points (Add points in each column and enter Total Points for each member of the group)					
Comments: (Use reverse side if needed)					

Signature _____

Peer Evaluation of Teamwork Rubric (Explanation of scores)

	Outstanding (4 points)	Good (3 points)	Marginal (2 points)	Poor (0-1 points)
	<i>Exceeds Expectations</i>	<i>Meets Expectations</i>	<i>Below Expectations</i>	
1. Attitude towards the project (interest in discussion & encouragement of others)	Always interested and encouraging	Was generally interested and some-times encouraged others	Seemed sometimes distracted and hardly ever encouraged others	Was often disinterested and never encouraged others
2. Listening to others when working in the team (paying attention & incorporating others' thoughts, take into account suggested improvements of team members)	Always paid attention to and incorporated what others said	Always paid attention and sometimes incorporated what others said	Paid attention more often than not, but rarely incorporated what others said	Paid little attention and never incorporated what others said
3. Willingness to cooperate with others (making suggestions, asking questions, drawing others in)	Frequently made suggestions, asked questions, and drew others into discussion	Made frequent suggestions and asked questions, but was less adapt at drawing others in	Occasionally made suggestions or asked questions, but rarely drew others in	Largely quiet and passive; rarely made any suggestions or asked a question; and never drew others in
4. Responding to emails/calls in a timely manner (substantive responses made in a prompt way)	Always responded promptly & with substance to e-requests	Usually responded promptly, but the quality of the responses varied	Responses were sometimes late, and their substance was usually poor	Frequently failed to respond at all; substance was always poor
5. Quality of submitted work by the group member (well thought-out and/or researched)	Submitted work was well thought-out	Submitted work was acceptable	Work showed significant flaws	Most of the work had to be re-done