
International Business Strategy

Professor: Andrew Coles

Office hours: by appointment

Course Type: Compulsory

Credits: 3 ECTS

Term: 2nd Term

1. COURSE PRESENTATION

Course Description

International Strategy explores the constantly changing environment in which large corporations operate and the difficulties in reconciling their organizational structure with this change in business environment. Additionally, we will observe the consequent risk exposure to not adapting in time to these student inevitable changes.

Objectives

The course aims to give the required skills to analyze the international business environment from a strategic point of view.

Through the observation of different business structures and their consequent organizational difficulties, the student will gain an insight into the difficulties involved in dealing with the changes in market forces for such large corporations.

This course is part of the subject **Strategy**, which has the following learning outcomes:

- The student will be able to identify business opportunities in foreign markets in order to analyse the viability of business activities at an international level.
- RA1. Mat.2.1 Identify the phases of internationalisation of a company (expansion, internationalisation and rationalisation of activities).

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- RA1. Mat.2.2 Distinguish the internal analysis of the company to initiate the first phase of internationalisation and subsequently the consolidation of the process.
- RA1. Mat.2.3 Define the diagnosis of the feasibility of rationalising the internationalisation resources of the multinational company.
- The student will be able to decide the optimal way for the company to enter international markets by participating in international negotiation processes in the professional context.
- RA4. Mat.2.4 Evaluate the pool of countries with potential for the internationalisation of the company identifying the strategic fit of the company with the opportunity that each one represents.
- The student will be able to recognise the most advanced knowledge and core competences in the organisation and management of the activities of a foreign trade department.
- RA2. Mat.2.5 Integrate the different areas of the company in business decision making in a simulated international environment.

Related SDGs

SDG 1: No poverty

SDG 9: Industry, innovation and infrastructure

2. COURSE LEARNING PLAN

Methodology

Students will be provided with all material and references as and when required.

Within the material the student will find the theoretical content and case work to be prepared for class sessions.

Laptop/Tablet is required.

The competences, the learning outcomes, the assessment elements and the quality of the learning process included in this Teaching Plan will not be affected if during the academic trimester the teaching model has to switch either to an hybrid model (combination of face-to-face and on-line sessions) or to a complete on-line model.

Evaluation criteria

The evaluation criteria are as follows:

1. Continuous evaluation through active participation in class with cases and group exercises to be solved and handed in.
2. A corporate group presentation highlighting some strategic strength or flaw in corporate strategy, analysis, and suggestions for strategic change/sustainability.

Final Grade weighting is as follows:

- 10% Active Participation in Class – Individual grade
- 20% Cases Resolution in Groups & Debate Skills
- 10% Midterm exam – Individual grade
- 20% Final Group Presentation
- 40% Final Exam – Individual grade

Retake conditions

Students that fail the evaluation of the course will have a retake exam opportunity that will be programmed in accordance with the academic calendar. If a student has to retake the exam, his **maximal grade for the course will be a 5,0 (out of 10,0)**.

General Issues

Students are required to attend 80% of classes. Failing to do so without justified reason will imply a Zero grade in the participation/attendance evaluation item and may lead to suspension from the program.

Students who fail the course during the regular evaluation are allowed ONE re-take of the evaluation, in the conditions specified above. If the course is again failed after the retake, the student will have to register again for the course the following year.

In case of a justified no-show to an exam, the student must inform the corresponding faculty member and the director(s) of the program so that they study the possibility of rescheduling the exam (one possibility being during the “Retake” period). In the meantime, the student will get an “incomplete”, which will be replaced by the actual grade after the final exam is taken. The “incomplete” will not be reflected on the student’s Academic Transcript.

Plagiarism is to use someone else’s work and to present it as one’s own without acknowledging the sources in the correct way. All essays, reports or projects handed in by a

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student must be original work completed by the student. By enrolling at ESCI UPF BSM Master of Science and signing the “Honor Code,” students acknowledge that they understand the schools’ policy on plagiarism and certify that all course assignments will be their own work, except where indicated, by correct referencing. Failing to do so may result in automatic expulsion from the program.”

Content and learning activities

Date:	09.30-11.00	11.30-13.00
11/01/24	Unit 1: Global Corporate Strategy. 1.1. MNC’s Shapes and Sources of Competitive Advantage	Unit 1: The Organisation of International Business-Sources of Competitive Adv. 1.1. Business Organisation & the Transnational Solution 1.2. From Organisational Transformation to Industry Transformation
18/01/24	Unit 2: Multinational to Transnational 2.1. The Organisation of International Business 2.2. Matrix Management	Unit 2: The Process of Unlearning. 2.1. Unlearning the Past – Emerging economies; a laboratory for new business models 2.2. The concept of reverse innovation
24/01/24	Unit 3 The Evolution of the Multinational 3.1. Phillips Vs Matsushita The Global Business Environments defined.	Unit 3: Getting to the Future First. 3.1 A process for finding and gaining insight into tomorrow’s opportunities 3.2 Outrunning the competition without taking unnecessary risks. 3.3. The evolution of the Multi/ Birth of ‘Business Environments’ – Philips Vs Matsushita
01/02/24	Unit 4: Operational Flexibility 4.1 Bruce Kogut – Profiting from Operational Flexibility 4.2. Global Production –Outsourcing and Logistics	Unit 4: Embedding the Core Competence Perspective. 4.1. The Risk of ignoring core competencies 4.2. The core competency agenda 4.3. Protecting and defending core competencies
08/02/24	Unit 5: The Transnational Solution 5.1. Bartlett & Ghoshal – Organising for Worldwide Effectiveness.	Unit 5: The Future of the Transnational. 8.1. Topic discussion 8.2. Case study resolution & debate

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15/02/24	Unit 6: The Stakeholder / Shareholder Debate - Approaches to Corporate Governance. 6.1. Managing Stakeholders 6.2. Two Approaches to Corporate Governance	Midterm Evaluation
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Total student workload (including self-study): 75 hours.

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PROFESSOR

Andrew (Andy) Coles B.A (Hons)^{1st}, MIB (Exec) has spent 20 years working in different corporations, for the most part in an export sales capacity, from 2006 to 2012 he was International Sales Director at a reputed toy and hobby manufacturer and retailer selling into over 30 markets. He now owns and manages 2 companies with 4 schools in the education sector and over 1000 students. Additionally, he is an associate lecturer at the Escola Superior de Comerç Internacional (ESCI) since 2007 and the Barcelona School of Management (Universitat Pompeu Fabra) since 2012. Since the end of 2019 he is also managing partner at a firm in the digital marketing sector offering digital growth strategies to companies looking to expand their business digitally, www.or-betec360.com.

3. BIBLIOGRAPHY/RESOURCES/ READING MATERIALS

- Hamel & Prahalad. Competing for the Future. Harvard Business Review 1994 CK Prahalad. The Fortune at the Bottom of the Pyramid. Prentice Hall (5e) 2010
- CK Prahalad. The Fortune at the Bottom of the Pyramid. Prentice Hall (5e) 2010
- Charles W.L.Hill. International Business, Competing in the Global Marketplace. McGrawHill. (12thEd) 2018
- Bartlett, Ghoshal & Beamish. Texts and cases in cross-border management. Cambridge University Press (8ed) 2018

Readings and Case studies supplied during the course.