
International Business Strategy

Professor: Andrew Coles

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Office hours: by appointment

Course Type: Compulsory

Credits: 3 ECTS

Term: 2nd Term

Course Description

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

Objectives

The course aims to give the student the required skills to analyse 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.

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.

MSc in International Business

Note: This document is for informational purposes only. Course contents and faculty may change.

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

Students need to obtain a **minimum grade of 5 overall to pass the course, in the final exam and any subsequent retake, a minimum grade a 4 is required**. The final course grade of students that do not obtain a minimum of 4 in the exam will be the minimum between 4 and the final grade computed from the different evaluation elements (with the weights set above).

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

As with all courses taught at the UPF BSM, students who fail the course during regular evaluation will be allowed ONE re-take of the examination/evaluation. Students that pass any Retake exam should get a **5 by default as a final grade for the course**. If the course is again failed after the retake, students 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 another’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 student must be original work completed by the student. By enrolling at any UPF BSM Master of Science and signing the “Honour 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.”

Calendar and Contents

Date:	08.45-10.15	10.45-12.00
11/01/21	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
18/01/21	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
25/01/21	Unit 3 The Evolution of the Multinational 3.1. Phillips Vs Matsushita <i>The Global Business Environments defined.</i>	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' – Phillips Vs Matsushita
01/02/21	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
08/02/21	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
15/02/21	Unit 6: The Stakeholder / Shareholder Debate 6.1. Managing Stakeholders 6.2. Two Approaches to Corporate Governance	Midterm Evaluation
22/02/21	Unit 7: Strategic Human Resource Management 7.1. The Transnational Conundrum: A HR Headache? 7.2. The Strategic Role of the Business Partner.	Unit 7: Strategic Human Resource Management Case Study & debate with strategic BP guest.
01/03/21	Unit 8: The Distributed Ledger / Blockchain 8.1. The impact of the distributed ledger from a company strategy point of view.	Unit 8: The Distributed Ledger /Blockchain 8.1. Case study resolution and debate.

08/03/20	Unit 9: Corporate Social Responsibility 9.1. The Link between Competitive Advantage and CSR	Unit 9: CSR & Crisis Management. 9.1. The Shell Brent Spar Case
15/03/20	Session 10: Corporate Strategy Presentations	Session 10: Corporate Strategy Presentations
22/03/21	Session 11: On-line recap session Final Exam Preparation	Session 11: On-line recap session Final Exam Preparation

Reading Materials/ Bibliography/Resources

Hamel & Prahalad. Competing for the Future. Harvard Business Review 1994

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. McGraw Hill. (7e) 2009

Bartlett, Ghoshal & Beamish. Transnational Management. McGraw Hill (5e) 2008

Bio of 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 900 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 has collaborated with a firm in the digital marketing sector offering digital growth strategies to companies looking to expand their business digitally.