

# International Business Strategy

Professor: Andrew Coles

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Office hours: by appointment

Course Type: Compulsory

Credits: 3 ECTS

Term: 2nd Term

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## 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 inevitable changes.

## Objectives

The course aims to give the student 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.

## Learning Outcomes

- Knowing how to analyse and assess the variables that allow establishing a strategy that leads to the positioning and consolidation of the company in the international market.
- Relate the action to be carried out by each of the company's areas in the face of a specific situation that affects its market situation

## Competences

### BASIC COMPETENCES

CB7. That students know how to apply the acquired knowledge and their ability to solve problems in new or little-known environments within broader (or multidisciplinary) contexts related to their area of study.

CB9. That students know how to communicate their conclusions and their knowledge and reasons that support them to specialized and non-specialized audiences in a clear and unambiguous way.

CB10. That students possess the learning skills that allow them to continue studying in a way that will be largely self-directed or autonomous.

### MSc in International Business

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## GENERAL COMPETENCES

### **Instrumental skills**

- G1. Search, analysis, evaluation and synthesis of information. Managing the information acquired from its analysis, its assessment and the synthesis of that information.
- G2. Relate concepts, knowledge and tools from different areas.
- G3. Communicate orally and in writing in English

### **Personal generic competencies**

- G4. Leadership and management capacity of multicultural, interdisciplinary, competitive, changing and complex groups.
- G6. Put into practice the essential elements to be able to carry out a negotiation..

### **Systemic generic competencies**

- G7. Understand an organization with a global perspective.
- G8. Implement initiatives and changes within an organization.

### **Competencies for applicability**

- G10. Make the knowledge and skills acquired effective in an advanced way.
- G11. Apply quantitative criteria and qualitative aspects in decision making.
- G12. Apply the concept of networking through the use of the Internet and other networking techniques.
- G13. Organize and manage time efficiently in the development of tasks.

## SPECIFIC COMPETENCES

- E1. Identify the phases of internationalization of a company (expansion, internationalization, and rationalization of activities).
- E2. Mastering the internal analysis of the company to diagnose the viability of starting the first phase of internationalization and consolidating the process
- E5. Interpret the current and future situation of the international economic, legal, social, and political environment.
- E10. Evaluate the selection of the appropriate country to develop the process of internationalization of the company.
- E12. Integrate the corporate social responsibility (CSR) policies of the company in the internationalization process.
- E15. Integrate the different areas of the company in business decision making in a simulated international environment.

## 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:

## MSc in International Business

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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

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 a minimum of 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
10/01/22	<b>Unit 1: Global Corporate Strategy.</b> 1.1. MNC's Shapes and Sources of Competitive Advantage	<b>Unit 1: The Organisation of International Business-Sources of Competitive Adv.</b> 1.1. Business Organisation & the Transnational Solution 1.2. From Organisational Transformation to Industry Transformation
17/01/22	<b>Unit 2: Multinational to Transnational</b> 2.1. The Organisation of International Business 2.2. Matrix Management	<b>Unit 2: The Process of Unlearning.</b> 2.1. Unlearning the Past – Emerging economies; a laboratory for new business models 2.2. The concept of reverse innovation
24/01/22	<b>Unit 3 The Evolution of the Multinational</b> 3.1. Phillips Vs Matsushita <i>The Global Business Environments defined.</i>	<b>Unit 3: Getting to the Future First.</b> 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
31/01/22	<b>Unit 4: Operational Flexibility</b> 4.1 Bruce Kogut – Profiting from Operational Flexibility 4.2. Global Production –Outsourcing and Logistics	<b>Unit 4: Embedding the Core Competence Perspective.</b> 4.1. The Risk of ignoring core competencies 4.2. The core competency agenda 4.3. Protecting and defending core competencies
07/02/22	<b>Unit 5: The Transnational Solution</b> 5.1. Bartlett & Ghoshal – Organising for Worldwide Effectiveness.	<b>Unit 5: The Future of the Transnational.</b> 8.1. Topic discussion 8.2. Case study resolution & debate
14/02/22	<b>Unit 6: The Stakeholder / Shareholder Debate</b> 6.1. Managing Stakeholders 6.2. Two Approaches to Corporate Governance	<b>Midterm Evaluation</b>

21/02/22	<b>Unit 7: Strategic Human Resource Management</b> 7.1. The Transnational Conundrum: A HR Headache? 7.2. The Strategic Role of the Business Partner.	<b>Unit 7: Strategic Human Resource Management</b> Case Study & debate with strategic BP guest.
28/02/22	<b>Unit 9: The Impact of Digital Strategy</b> 8.1. The impact of digital strategy in the analogue firm.	<b>Unit 8: The Distributed Ledger /Blockchain</b> 8.1. Case study resolution and debate.
07/03/22	<b>Unit 9: Corporate Social Responsibility</b> 9.1. The Link between Competitive Advantage and CSR and the advent of strategic CSR.	<b>Unit 9: CSR &amp; Crisis Management.</b> 9.1. Case study resolution and debate.
14/03/22	<b>Session 10: Corporate Strategy Presentations</b>	<b>Session 10: Corporate Strategy Presentations</b>

## 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. (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.

## Bio of Professor

Andrew (Andy) Coles B.A (Hons)<sup>1st</sup>, 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.orbetec360.com](http://www.orbetec360.com).

## MSc in International Business

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