International Business Strategy
2017-2018

Professor: Andrew Coles B.A (Hons)1st MIB(Exec)
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Office hours: By appointment

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.

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
20% Cases Resolution in Groups
10% Midterm
20% Final Group Presentation
40% Final Exam

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.

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Note: This document is only informational, detailed contents and faculty may change.
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 “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.”
# Calendar and Contents

(Date and Detailed Account of Topics per each of the 10 sessions)

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<th>CLASS I – FROM 09.30 -1100</th>
<th>CLASS II – FROM 11.30 -1300</th>
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<td><strong>Unit 1: Global Corporate Strategy.</strong>&lt;br&gt;1.1. MNC’s Shapes and Sources of Competitive Advantage&lt;br&gt;1.2. Ikea – An introductory Case</td>
<td><strong>Unit 1: The Organisation of International Business /Sources of Competitive Adv.</strong>&lt;br&gt;1.1. Business Organisation &amp; the Transnational Solution&lt;br&gt;1.2. From Organisational Transformation to Industry Transformation</td>
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<td><strong>Unit 2: Multinational to Transnational</strong>&lt;br&gt;2.1. The Organisation of International Business&lt;br&gt;2.2. Matrix Management</td>
<td><strong>Unit 2: The Process of Unlearning /</strong>&lt;br&gt;2.1. Unlearning the Past – Emerging economies; a laboratory for new business models&lt;br&gt;2.2. The concept of reverse innovation</td>
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<td><strong>Unit 3 The Evolution of the Multinational</strong>&lt;br&gt;3.1. Phillips Vs Matsushita&lt;br&gt;The Global Business Environments defined.</td>
<td><strong>Unit 3: Getting to the Future First /</strong>&lt;br&gt;3.1 A process for finding and gaining insight into tomorrow’s opportunities&lt;br&gt;3.2 Outrunning the competition without taking unnecessary risks.&lt;br&gt;3.3. The evolution of the Multi/ Birth of ‘Business Environments’ – Philips Vs Matsushita</td>
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<td><strong>Unit 4: Operational Flexibility</strong>&lt;br&gt;4.1 Bruce Kogut – Profiting from Operational Flexibility&lt;br&gt;4.2. Global Production – Outsourcing and Logistics</td>
<td><strong>Unit 4: Embedding the Core Competence Perspective/</strong>&lt;br&gt;4.1. The Risk of ignoring core competencies&lt;br&gt;4.2. The core competency agenda&lt;br&gt;4.3. Protecting and defending core competencies</td>
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<td><strong>Unit 5: The Transnational Solution</strong>&lt;br&gt;5.1. Bartlett &amp; Ghoshal – Organising for Worldwide Effectiveness.&lt;br&gt;5.2. From Organisational Transformation to Industry Transformation</td>
<td><strong>Unit 5: The Market at the bottom of the Pyramid / The Transnational Solution</strong>&lt;br&gt;5.1. The nature of the BOP market&lt;br&gt;5.2. The market development imperative&lt;br&gt;5.3. A Global Opportunity: Lessons for MNC’s from BOP markets&lt;br&gt;5.4. The Twelve Principles of Innovation at the Bottom of the Pyramid</td>
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<td><strong>Unit 6: The Stakeholder / Shareholder Debate</strong>&lt;br&gt;6.1. Managing Stakeholders&lt;br&gt;6.2. Two Approaches to Corporate Governance</td>
<td><strong>Unit 6: Market Entry Modes</strong>&lt;br&gt;6.1 Mergers Acquisitions &amp; Alliances&lt;br&gt;6.2 Strategic Alliances, Success &amp; Failure.</td>
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<td><strong>Unit 8: The Corporate Objective Function</strong>&lt;br&gt;8.1. Jensen – The Corporate Objective Vs Stakeholder</td>
<td><strong>Unit 8: The Future of the Transnational: An evolving global role</strong>&lt;br&gt;8.1. Growing Discontent&lt;br&gt;8.2. The Challenge Facing MNE’s&lt;br&gt;8.3. Responding to developing world needs: Four MNE Postures</td>
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<td><strong>Unit 9: Crisis Management.</strong>&lt;br&gt;9.1. The Shell Brent Spar Case</td>
<td><strong>Unit 9: Corporate Social Responsibility</strong>&lt;br&gt;9.1. The Link between Competitive Advantage and CSR</td>
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<td><strong>Unit 10: Discussion &amp; Revision session</strong></td>
<td><strong>Unit 10: The Challenges of Sustainable Development</strong>&lt;br&gt;10.1. The Challenges of Innovating for Sustainable Development&lt;br&gt;10.2. Cases of Sustainable Development Innovation</td>
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*This syllabus is a guide to the content of the course, whilst the lessons and case work are planned around this, day to day content may vary slightly.*
Reading Materials/ Bibliography/Resources

BIBLIOGRAPHY

CK Prahalad. The Fortune at the Bottom of the Pyramid. Prentice Hall (5e) 2010  

Bio of Professor

Andrew (Andy) Coles B.A (Hons)1st, MIB (Exec) has spent 15 years working in different corporations, always 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, in 2012 he set up on his own and now owns and manages 2 companies with 3 schools in the private afterschool education sector with over 600 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.