

Module Study Guide

Academic Year 2022–2023

IBS – International Business Strategy

Level:5

Credits : 05 ECTS/ 1UK credits

Academic Partner:

Marbella International University Centre
(MIUC)

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Key team contact details

Module Leader	Murilo Branco
Subject Area & School/College	Essentials of International Business Strategy
Email	murilo@miuc.org
Phone	+34 952 86 00 00
Location	MIUC

Module Tutor	N/A
Email	
Phone	
Location	

Module/Course Administrator	Jelena Krajacic
Email	jelena.krajacic@miuc.org
Phone	+34 952 86 00 00
Location	MIUC

Subject Librarian	Teresa Muñoz-Écija
Email	library@miuc.org
Phone	+34 952 86 00 00
Location	MIUC

The Course Leader overseeing this module is Ming-Jin Jiang, and can be contacted at ming-jin@miuc.org

The External Examiner responsible for this module is Dr Keith Salmon (Reader, University of Hertfordshire) for International Business and International Relations courses and Dr. Ana Gaio (Programme Director MA Culture, Policy and Management, City University of London) for Marketing and Advertising course.

The Academic Partner Link-Tutor responsible for this module is Brenda Theodore-Marks (for International Business and International Relations courses) and Matilde Nardelli (for Marketing and Advertising course), and can be contacted at Brenda.Theodore-Marks@uwl.ac.uk and Matilde.Nardelli@uwl.ac.uk

1 Module overview

1.1 Introduction

Welcome to the module 'International Business Strategy'. This module will guide you towards developing the overall theoretical knowledge needed in the field of international business strategy. The module aims to introduce you to the range of mainstream and most important concepts related to international business strategy, as well as to raise your awareness of the importance of how theories can be useful to further understand dynamics and processes in the internationalisation process of business. Moreover, the module aims to encourage you to identify the points of divergence and convergence between theories in the comparative perspective. This will help you develop competitive advantage in your future career.

1.2 Module summary content and aims

The topics covered in this module include the strategy tripod consisting of industry, resources and institution based views, the management of strategic alliances and strategies of corporate governance and corporate social responsibility.

The module will be taught through weekly lectures and seminars. In the lecture, the module leader will explain the main concepts and ideas, and the seminars will provide the space to discuss and guide you to better understand the compulsory readings. It is essential that you engage fully with your self-study as the seminars will rely on the readings you will have completed previously. The module will have its own Blackboard page on which you will access readings, sources and new pieces of information. Seminars will build on the tasks where you will further develop your skills and present your ideas. The seminars will make use of a range of study skills to help you to organise and to make sense of all the information to which you will be exposed.

Expectations

Specific expectations students can have of tutors:

- Constructive formative feedback on draft for the assessment (not including written examination, oral assignment).
- Slides and learning materials made available on the learning platform.
- Assessment marks and summative feedback given within fifteen working days from the assessment submission deadline.

Specific expectations tutors will have of students:

- Attend all teaching and activity sessions.
- Behave professionally in classes and avoid disruption to class and other students.
- Inform module leader via email and fill out the absence notification/justification form online beforehand when not able to attend any classes.
- Participate and communicate professionally in class and with module leader.
- Attempt all assessments by submission deadline and communicate with the module leader if there are any extenuating circumstances to explore extensions requests and/or mitigation claims.

1.3 Learning outcomes to be assessed

At the end of the module you will be able to:

LO1. Systematically understand the determinants of a firm's success factors with regard to its competitive, corporate and organizational strategies in the global business environment.

LO2. Critically discuss the motivation of internationalization and evaluate different strategies for internationalization, which are commonly used by businesses.

LO3. Identify and select strategies to build a firm's competitive advantage from international network management.

LO 4. Incorporate the increasing importance of social responsibility and corporate governance into strategy implementation.

1.4 Indicative Contact Hours

Teaching Contact Hours	56 hours
Independent Study Hours	144 hours
Total Learning Hours	200 hours

2 Assessment and feedback

2.1 Summative assessment grid

Type of Assessment	Word Count or equivalent	Threshold (if Professional Body-PSRB applies)	Weighting	Pass Mark	Submission due-date & time	Method of Submission & Date of Feedback
In-class exercise (1)	5 short answer questions	n/a	10%	40	week 5 (date and time TBC)	Via NEOImS & 5 working days after in-class exercises
In-class exercise (2)	5 short answer questions	n/a	10%	40	week 8 (date and time TBC)	Via NEOImS & 5 working days after in-class exercises
Business case study	2200 (+/-10%) words	n/a	80%	40	week 16 (date and time TBC)	Via NEOImS & 10 working days after the assessment

If your course is accredited by a Professional Statutory Regulatory Body (PSRB), the module requirements will specify the elements of assessment that must be passed and may override the University regulations. Please speak to your Course Leader for further advice.

2.2 Assessment brief including criteria mapped to learning outcomes

2.2.1 Assessment 1: In-class exercise (1): Industry and Resources

After reaching the first month of the module, you will have to do an exercise in class consisting of 5 short answer questions. These questions will cover the topics of Industry-based View and Resource-based view.

Marking Criteria for Assessment 1: (LO-01 and LO-03 will be assessed). Please see the Generic Assessment Criteria below.

2.2.2 Assessment 2: In-class exercise (2): Institutions and Entering foreign markets

At the end of week 8, you will have to do an exercise in class consisting of 5 short answer questions. These questions will cover the topics of Institution-based view and strategies used for entering foreign markets strategies in theory and in practice.

Marking Criteria for Assessment 2: (LO-02 and LO-03 will be assessed)

Generic Marking Criteria for A1-A2

- Knowledge and Understanding: Students need to understand key concepts (such as networks, internationalization, and corporate governance) and key analytical tools (Industry-based view, Resource-based view and Institutional-based view).
- Cognitive Skills: Students need to apply the theories into practice under various scenarios.
- Practical and Professional Skills: Students will need to select optimal strategies taking into account the business' advantages and its constraints.
- Transferable and Key Skills: Students will need to recognize the importance of CSR and incorporate it into strategy implementation.

2.2.3 Assessment 3: Business Case Study

The Business Case Study assignment requires you to analyse an existing business from the perspective of International Business Strategy and conduct the main tripod of analysis based on the following views: industry-based view, resource-based view and institution-based view, taking into account the concepts and theories learned during the semester. You will have to choose an existing business for your analysis by Week 3. The chosen business has to be approved by the module leader.

You must follow the specifications in the Assessment Guidelines. It will provide you a step-by-step guide to complete the assessment successfully.

During the semester, you will obtain feedback from the module leader. You might take into consideration that the more you take advantage of the feedback from the module leader, the better the work will be and the more you will learn.

In case of any further questions about the assessment, do not hesitate to contact the module leader.

Marking Criteria for Assessment 5: (LO-01, LO-02, LO-03 and LO-04 will be assessed)

- KNOWLEDGE AND UNDERSTANDING (40%). The student has a comprehensive knowledge of the different theoretical approaches within the discipline of International Business Strategy covered throughout the module. Moreover the student demonstrates in depth and breadth of coverage, as well as awareness of the nature of the debate and discussion within theories of international Business Strategy, analysing the main tripod Industry, resource and institution based views.
- COGNITIVE SKILLS (20%). The student is able to demonstrate his/her knowledge through the use of examples, quotations and evidence. Moreover, the student is able to conduct a cross analysis in a coherent and appropriate structure where the main points are developed logically and the relevance of the material to the theme is made clear.
- PRACTICAL and PROFESSIONAL SKILLS (20%). Students will need to research the main issues in the case related to international business strategy (cultural aspects, de-localization, outsourcing, networks) and provide the necessary evidence to support their analysis.

- **TRANSFERABLE and KEY SKILLS (20%).** The student is able to communicate fluently in written form and using an appropriate style of writing. This written presentation element requires students to be able to present an assignment that is correct in terms of spelling, grammar, and paragraphing. Moreover, the student is able to consistently reference in accordance to Harvard style, including in-text referencing and full list of references. Moreover, the references reflect adequate reading and research from reliable academic sources.

For guidance on online submission of assignments, including how to submit and how to access online feedback, please refer to the MIUC lms student guideline.

Employability Skills:

These assessments covers the following employability skills, which you could demonstrate on your CV and at job interviews if you successfully pass the assessment:

- 1 - Problem solving
- 2 - Critical thinking
- 3 - Planning and organisation skills
- 4 - Enterprising
- 5 - Industry/commercial aware
- 6 - Leadership
- 7 - Global/cultural awareness
- 8 - Decision making

2.3 Learning materials

The reading list for this module is available on lms in the module area

1.7.1 Core textbook(s):

Peng, M. (2013). *Global Strategy*. South-Western/Cengage Learning: Mason, OH. Philosophy, Routledge

1.7.2 IT, audio-visual or learning technology resources

Prezi presentations, Youtube videos and academic articles available on blackboard.

1.7.3 Other recommended reading:

Daniels, J.D., Radebaugh, L.H. and Sullivan, D.P. (2015) .*International Business: Environments and Operations*. Pearson Education Ltd

Hill, Ch.W.L. (2015) Chapter 20 in *International Business. Competing in the global marketplace*. University of Washington. McGraw Hill Education.

Krajewski, L.J., Ritzman, L.P. and Malhotra, M.K. (2013). *Operations Management*. Pearson Education Ltd

Vollmann T.E. et al. (2005) . *Manufacturing planning and control systems for supply chain management*. McGraw-Hill NY

Bartlett, C.A. and Beamish, P.W. (2014). *Transnational management: text, cases and and readings in cross-border management*. McGraw-Hill NY

Browaey, M.J. and Price, R. (2011) .*Understanding cross-cultural management*. UK. Pearson

Gerber, J. (2011). International economic institutions since WWII. Pearson Addison-Wesley

1.7.4 Other resources:

Remember to log into MIUC lms daily to receive all the latest news and support available at your module sites!

3 Things you need to know

3.1 Our Expectations

You are expected to behave in accordance with the [Student Code of Conduct](#), and treat others with kindness and respect whether at university or online. It's important to consider your safety and the safety of others around you, especially how to stay safe online and ensure your communications are secure and appropriate.

Whether you are engaging with teaching and learning activities onsite or online, we expect the same level of commitment and engagement from you. If you are unable to attend scheduled onsite or online activities, or complete activities in the time frames set out, you should let your tutors know.

You should aim to meet assessment deadlines; if you are concerned that you will not be able to complete your assessments on time, you should talk to your tutors. Your engagement, whether online or onsite, will be tracked and if we see that you are not engaging, we will get in contact with you.

Please remember that your course team is here to support you so if you are having problems, let us know so we can work with you to find solutions and get you back on track as soon as possible. Give yourself the best possible chance to succeed by engaging with the full range of learning and teaching activities available to you.

3.2 Getting Support

Graduating with a UWL degree will open up a world of opportunities for you, but we understand that the journey to get there is not always easy – especially when you are combining studying with work, caring for others, or dealing with illness. That is why we offer lots of support to help you meet your full potential.

3.2.1 Personal Tutors, Module Leaders, Subject Librarians, and Course Leaders

Your Personal Tutor can help if you're worried about your studies, need academic advice, or want to find the best way for you to succeed.

Your Module Leader can help if you're struggling with work, don't think you can meet a deadline, or there was something you didn't understand or want to know more about.

Your Subject Librarian can help you with finding, evaluating, reading, and referencing sources. They offer drop-ins and workshops throughout the year.

Your Course Leader can help with any questions about the course you're studying, such as any course-specific requirements or options.

3.2.1 Meeting Deadlines

You should always try your best to submit your work on time. If you submit coursework late, within 10 calendar days of the deadline, then the maximum mark you will be able to get for that work will be the pass mark. Anything submitted after this would be counted as a non-submission.

We understand that there may be times when you experience circumstances outside of your control that mean you are not able to submit on time. It's a good idea to talk your Module Leader if you're not going to be able to submit on time so that they can support you and make you aware of any services that can help.

Where exceptional circumstances mean you'll be submitting your coursework late, you can request an extension before your deadline. An extension means that the penalty for submitting up to 10 calendar days late will not apply.

If your circumstances are so serious that you are not able to submit at all or are unable to attend an in-person assessment like an exam or in-class test, then you can request mitigation for the assessment. Mitigation means that you can submit work at the next available attempt instead.

If you request an extension or mitigation before the deadline you can choose to self-certify, meaning that you do not have to provide evidence, so long as you provide a valid reason for the request. You can only self-certify three assessments per academic year. If you have used all your

self-certification opportunities, or requested mitigation after the deadline, you will need to provide evidence of your exceptional circumstances for your request to be granted.

3.3 Making an Impact

3.3.1 When there's an issue

If something's negatively impacting your experience at university, you should raise this informally with your Module Leader or Course Leader.

We aim to ensure that any issues are resolved as quickly as possible to have minimum impact on your studies.

3.3.1 Module Evaluation Surveys

Towards the end of the module, you will be invited to provide some anonymous feedback to the Module Leader through an online survey. This is your opportunity to give direct feedback about the module through a series of questions and free text.

Your constructive feedback will help the Module Leader and teaching team to understand the module experience from your perspective and helps inform the development of the module. At the end of the survey period, a response to the survey will be available so that you can see the impact your voice has had.

● Appendix – Weekly Content of the Module

Week 1 - Introduction to the module

Key concepts/issues: Module organisation, structure and assignments

Reading for this session: Module Study Guide

This session will introduce you to the module organization, structure and assignments. You will become aware of the time commitments you will need to make and the skills you will develop through the duration of the module.

Week 2 - Strategizing Around the Globe.

Key concepts/issues: a strategic analysis of a firm's Strengths, Weaknesses and the Opportunities and Threats in the environment.

Reading for this session: Ghemawat Pankaj. Distance still matters. The hard reality of global expansion. Harvard Business Review 2001; 79 (8): 137-147.

The first readings for week 2 will introduce you to the concepts of International Business Strategy. You will read the compulsory reading and attend the lecture. Based on this material, you will be asked to participate in the seminar sessions, where we will try to answer the questions on what a theory is, the role of theories in IBS, and the need for theories in this discipline. Moreover, we will discuss the main concepts and ideas covered both in the lecture and in the reading, including concepts in IBS theory. You must be an active participant in the module's weekly seminar sessions, where you will share your thoughts and discuss with your peers. Active participation on the seminar is mandatory.

Week 3 - Managing Industry Competition.

Key concepts/issues: a framework governing the competitiveness of an industry proposed by Michael Porter. The five forces

Literature for this session:

Xu Dean, Shenkar Oded. INSTITUTIONAL DISTANCE AND THE MULTINATIONAL ENTERPRISE. Academy of Management Review 2002; 27 (4): 608-618.

This week will cover the five forces to understand strategy in the international environment. In doing so, students will become familiar with the ideas of international strategy. You will read the compulsory reading and attend the lecture. Based on this material, you will be asked to participate in the seminar sessions actively, discussing and exploring the aforementioned ideas. You must be an active participant in the module's seminar sessions, where you will share your thoughts and discuss with your peers. Active participation on the seminar is mandatory.

Week 4 - Leveraging Resources and Capabilities.

Key concepts/issues: Resource based view of the strategy

Literature for this session:

Zakaria Norhayati, Amelinckx Andrea, Wilemon David. Working Together Apart? Building a Knowledge-Sharing Culture for Global Virtual Teams. *Creativity and Innovation Management* 2004; 13 (1): 15-29.

This week will cover the concept of a leading perspective in global business that posits that a firm performance is fundamentally driven by differences in firm-specific resources and capabilities. You will read the compulsory reading and attend the lecture. Based on this material, you will be asked to participate in the seminar sessions actively, discussing and exploring the aforementioned ideas. You must be an active participant in the module's seminar sessions, where you will share your thoughts and discuss with your peers. Active participation on the seminar is mandatory.

Week 5 - Emphasizing Institutions, Cultures, and Ethics.

Key concepts/issues: Culture and Ethics impact on Strategy Decisions

Literature for this session:

Estrin Saul, Prevezer Martha. The role of informal institutions in corporate governance: Brazil, Russia, India, and China compared. *Asia Pacific Journal of Management* 2011; 28 (1): 41-67.

This week will cover the impact of culture in the institution and how does it reflect on strategy. In doing so, students will become familiar with the concepts of international strategy for business in different sectors and regions. You will read the compulsory reading and attend the lecture. Based on this material, you will be asked to participate in the seminar sessions actively, discussing and exploring the aforementioned ideas within the school. You must be an active participant in the module's seminar sessions, where you will share your thoughts and discuss with your peers. Active participation on the seminar is mandatory.

Week 6 - Growing and Internationalizing the Entrepreneurial Firm.

Key concepts/issues: International Entrepreneurship

Literature for this session:

Baker Ted, Gedajlovic Eric, Lubatkin Michael. A Framework for Comparing Entrepreneurship Processes across Nations. *Journal of International Business Studies* 2005; 36 (5): 492-504.

This week will cover the combination of innovative, proactive, and risk-seeking behavior that crosses national borders and is intended to create wealth in organizations. In doing so, students will become familiar with the central idea of International Entrepreneurship concept. You will read the compulsory reading and attend the lecture. Based on this material, you will be asked to participate in the seminar sessions actively, discussing and exploring the aforementioned ideas within the theory. You must be an active participant in the module's seminar sessions, where you will share your thoughts and discuss with your peers. Active participation on the seminar is mandatory.

Week 7 - Entering Foreign Markets.

Key concepts/issues: International market entrance

Literature for this session:

Contractor Farok J., Kumar Vikas, Kundu Sumit K. Nature of the relationship between international expansion and performance: The case of emerging market firms. *Journal of World Business* 2007; 42 (4): 401-417.

When an organisation has made a decision to enter an overseas market, there are a variety of options open to it. Students will become familiar with the concept of market entry strategies within the control of a chosen marketing mix. You will read the compulsory reading and attend the lecture. Based on this material, you will be asked to participate in the seminar sessions actively, discussing and exploring the aforementioned ideas within the theory. You must be an active participant in the module's seminar sessions, where you will share your thoughts and discuss with your peers. Active participation on the seminar is mandatory.

Week 8 - Making Strategic Alliances and Networks Work.

Key concepts/issues: Supply chain network overseas

Literature for this session:

Duckworth Holly. How TRW Automotive helps global virtual teams perform at the top of their game. *Global Business and Organizational Excellence* 2008; 28 (1): 6-16.

Wu Jie, Pangarkar Nitin. Rising to the Global Challenge: Strategies for Firms in Emerging Markets. *Long Range Planning* 2006; 39 (3): 295-313.

This week will explore voluntary agreements between firms involving, exchanging, sharing or co-developing of products, technologies or services as strategy for internationalization. You will read the compulsory reading and attend the lecture. Based on this material, you will be asked to participate in the seminar sessions actively, discussing and exploring the aforementioned ideas within the theory. You must be an active participant in the module's seminar sessions, where you will share your thoughts and discuss with your peers. Active participation on the seminar is mandatory.

Week 9 - Managing Global Competitive Dynamics.

Key concepts/issues: Risk management and environment perception

Literature for this session:

Li Ji, Lam Kevin, Qian Gongming. Does Culture Affect Behavior and Performance of Firms? The Case of Joint Ventures in China. *Journal of International Business Studies* 2001; 32 (1): 115-131.

This week will explore the process of anticipating rivals' actions in order to both revise a firm's plan and prepare to deal with rivals' response. Students will become familiar with the concepts of risk

management. You will read the compulsory reading and attend the lecture. Based on this material, you will be asked to participate in the seminar sessions actively, discussing and exploring the aforementioned ideas within the theory. You must be an active participant in the module's seminar sessions, where you will share your thoughts and discuss with your peers. Active participation on the seminar is mandatory.

Week 10 - Diversifying, Acquiring, and Restructuring.

Key concepts/issues: Strategy to enter different markets.

Literature for this session:

Mathews John. Dragon multinationals: New players in 21st century globalization. *Asia Pacific Journal of Management* 2006; 23 (1): 5-27.

This week will explore strategies to enter into industries that have no obvious product-related connections to the firm's current lines of business. Students will become familiar with the tools to increasing levels of performance because of association with a product-diversified firm (also known as conglomerate advantage). You will read the compulsory reading and attend the lecture. Based on this material, you will be asked to participate in the seminar sessions actively, discussing and exploring the aforementioned ideas within the theory. You must be an active participant in the module's seminar sessions, where you will share your thoughts and discuss with your peers. Active participation on the seminar is mandatory.

Week 11 - Strategizing, Structuring, and Learning Around the World.

Key concepts/issues: Business Learning Strategy

Literature for this session:

Rugman Alan M. Internalization as a general theory of foreign direct investment: A re-appraisal of the literature. *Weltwirtschaftliches Archiv* 1980; 116 (2): 365-379.

This week will explore Global standardization strategy, Transnational strategy, Home replication strategy, Localization strategy You will read the compulsory reading and attend the lecture. Based on this material, you will be asked to participate in the seminar sessions actively, discussing and exploring the aforementioned ideas within the theory. You must be an active participant in the module's seminar sessions, where you will share your thoughts and discuss with your peers. Active participation on the seminar is mandatory.

Week 12 - Governing the Corporation Around the World.

Key concepts/issues: Board decisions and business impact

Literature for this session:

Gifford Blair, Kestler Andrew, Anand Sharmila. Building local legitimacy into corporate social responsibility: Gold mining firms in developing nations. *Journal of World Business* 2010; 45 (3):

304-311.

This week we will explore the analysis of the terrain of corporate governance and how strategy is important on that issue. You will read the compulsory reading and attend the lecture. Based on this material, you will be asked to participate in the seminar sessions actively, discussing and exploring the aforementioned ideas within the theory. You must be an active participant in the module's seminar sessions, where you will share your thoughts and discuss with your peers. Active participation on the seminar is mandatory.

Week 13 - Strategizing With Corporate Social Responsibility.

Key concepts/issues: Corporate Social Responsibility impact on Strategy

Literature for this session:

Husted Bryan W., Allen David B. Corporate Social Responsibility in the Multinational Enterprise: Strategic and Institutional Approaches. *Journal of International Business Studies* 2006; 37 (6): 838-849.

This week will discuss the processes underlying the adoption of responsible managerial practices and the effects associated with them are still at the centre of intense debate . You will read the compulsory reading and attend the lecture. Based on this material, you will be asked to participate in the seminar sessions actively, discussing and exploring the aforementioned ideas within the theory. You must be an active participant in the module's seminar sessions, where you will share your thoughts and discuss with your peers. Active participation on the seminar is mandatory.

Week 14 – Internationalization Strategy for Family Business

Key concepts/issues: Family Business Strategy

Literature for this session:

Peng Mike W., Jiang Yi. Institutions behind family ownership and control in large firms. *Journal of Management Studies* 2010; 47 (2): 253-273.

Porter Michael E. Towards a dynamic theory of strategy. *Strategic Management Journal* 1991; 12 (S2): 95-117.

This week will explore the impact of strategy on family business and how to manage the differences of perception in the formal and informal field. You will read the compulsory reading and attend the lecture. Based on this material, you will be asked to participate in the seminar sessions actively, discussing and exploring the aforementioned ideas within the theory. You must be an active participant in the module's seminar sessions, where you will share your thoughts and discuss with your peers. Active participation on the seminar is mandatory.



UNIVERSITY OF
WEST LONDON
The Career University



MARBELLA
INTERNATIONAL
UNIVERSITY
CENTRE

University of
West London
St Mary's Road
Ealing
London W5 5RF

University of
West London
Boston Manor Road
Brentford
Middlesex TW8 9GA

Tel: 0800 036 8888
Int: +44 (0)20 8231 2468

uwl.ac.uk

**Marbella International
University Centre**

Avenida Don Jaime de Mora y
Aragón, s/n
Finca El Pinillo 29601

Marbella | Málaga | Spain

Tel: + 34 952 860 000
E-MAIL info@miuc.org

www.miuc.org