



# Module Study Guide

Academic Year 2020–2021

IBS – International Business Strategy

Level: 5

Credits : 10 ECTS/ 20 UK credits

Academic Partner:

Marbella International University Centre (MIUC)

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# 1 Module overview

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## 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.

## 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 (for modules with 20 UK credits) 44 hours (for modules with 10 UK credits)
Total Learning Hours	200 hours (for modules with 20 UK credits) 100 hours (for modules with 10 UK credits)

## 1.5 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
In-class exercise (3)	5 short answer questions	n/a	10%	40	week 11 (date and time TBC)	Via NEOImS & 5 working days after in-class exercises
In-class exercise (4)	5 short answer questions	n/a	10%	40	week 14 (date and time TBC)	Via NEOImS & 5 working days after in-class exercises
Business case study	2200 (+/- 10%) words	n/a	60%	40	week 16 (date and time TBC)	Via NEOImS & 10 working days after the assessment

## 1.6 Assessment brief including criteria mapped to learning outcomes

### 1.6.1 Assessment 1: In-class exercise 1 - Industry and Resources

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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.

### 1.6.2 Assessment 2: In-class exercise 2 - Institutions and Entering foreign markets

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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)

### 1.6.3 Assessment 3: In-class exercise 3 - Strategic Alliances and Expansion strategies

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At the end of week 11, you will have to do an exercise in class consisting of 5 short answer questions on how companies can boost their global competitive advantages by building strategic alliances and restructuring strategies through diversification and acquisition.

**Marking Criteria for Assessment 3:** (LO-02 and LO-03 will be assessed)

### 1.6.4 Assessment 4: In-class exercise 4 - Corporate Governance and Corporate Social Responsibility (CSR).

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At the end of week 14, you will have to do an exercise in class consisting of 5 short answer questions. These questions will cover the topics discussed in the last sessions of the module. It will assess your understanding on how to best control and manage a business globally and how corporate social responsibility may be crucial for a business' performance.

**Marking Criteria for Assessment 4:** (LO-04 will be assessed)

#### Generic Marking Criteria for A1-A4

- **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.

### 1.6.5 Assessment 5: Business Case Study

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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.

## **1.7 Learning materials**

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

### **1.7.1 Core textbook(s):**

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



## **1.7.2 IT, audio-visual or learning technology resources**

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Prezi presentations, Youtube videos and other academic articles will be available on NEOlms as supplementary reading/resources.

## **1.7.3 Other recommended reading:**

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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 readings in cross-border management. McGraw-Hill NY

Browaeyns, 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:**

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

## 2 Things you need to know

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### 2.1 Engagement

During the academic year 2020-21, the health, welfare and safety of all our students and staff is our top priority as Spain continues to deal with the ongoing implications of the COVID-19 outbreak.

Face to-face-teaching, access to MIUC facilities and being part of our unique University community are key parts of the excellent student experience at MIUC. We have been working to create a safe and efficient plan that will allow us to deliver these elements when you start with us in the fall semester, subject to government regulation.

MIUC will be ready to teach in September and we are committed to engaging with you as closely as we can, and to ensuring that you have a rich educational experience that is safe and protected to ensure that you continue to get the most from the University life and the city of Marbella.

Whether you are engaging with teaching and learning activities on site or via the MIUC Virtual Learning Environment, we expect the same level of commitment and engagement from you. If you are unable to attend scheduled on site or online activities or complete activities in the timeframes set out, you should let your module leaders know. You should aim to stick to assessment deadlines; if you are concerned that you will not be able to complete your assessments on time, you should talk to your module leaders. Your engagement, whether online or on site, will be tracked and if we see that you are not engaging, we will get in contact with you. However, we encourage you to let us know if you are struggling 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.

### 2.2 Need help, just ask

The University recognises that there are times when you may encounter difficulties during your course of study and provisions are made to help you. If you are struggling with meeting deadlines please talk to us, whether it's your course/module leader, personal tutor or any member of staff, speak to them so they can get you the support you need to succeed. You can extend your deadline if you have a good reason why you are not able to submit a piece of coursework on time, [apply online for an extension](#) before your deadline. An extension will allow you an extra 10 working days. If an extension is not sufficient and circumstances beyond your control are preventing you from completing your assessment, then you can, [apply online for mitigation](#).

Please remember late submission without extension or mitigation will result in penalties depending on how late it is, see [Academic Regulations](#).

You are reminded that MIUC applies penalties to students who commit an academic offence, in which case the Academic Offences Regulations will be used to deal with any cases of academic misconduct including examination offences, plagiarism and other means of cheating to obtain an advantage.

You are encouraged to seek advice from the Students' Union and counselling service which support you with all aspects of your academic experience by providing advice and guidance to ensure you are fully informed of the academic regulations as well as advocate for student views.

You are expected to behave in line with University expectations, irrespective of whether your interactions with staff and other students are in person or online. As you will be engaging with others

online and a range of online materials, it is important to consider how to stay safe online and ensure your communications are secure and appropriate. If you have any questions about how to manage your online activities, please contact your module leader.

If you have an issue about the module, you should speak to your Module Leader or Course Leader informally in the first instance. Your Course Representative can also raise your concerns at Course Committees, which take place each semester. If you are unable to resolve it informally, you should refer to the Complaints Procedure which is outlined in the student handbook and consult the Students' Union about it. The University aims to ensure that issues are resolved informally as quickly as possible to have minimum impact on your studies.

## 2.3 Getting support for your studies

Throughout your course of study, you will have access to a wide variety of sources of support depending on your individual circumstances and needs. Your first point of call for getting general academic support is your Personal Tutor. As well as approaching your Module Leader with any questions specifically related to your module and your Course Leader with questions on your Course, do contact your Personal Tutor for academic advice in relation your studies and your academic development.

Apart from the University-wide support framework, which encompasses the Module Leaders, Course Leader, the Subject Librarian and your Course Administrator, you will also have at your disposal the MIUC Academic Support Team. The Team offers Academic Skills Workshops throughout the year, helping you to develop skills relevant to your degree. Workshops include for instance Essay Planning and Writing; Critical Thinking; Reflective Writing; Group Work and Presentation Skills.

English Language support and One-to-one academic support opportunities are also available. For information about all these services, please consult the Academic Office.

## 2.4 Student support

In addition to the support listed in the previous section, there is also more help offered by MIUC Student services, consisting of Student Life Department, Internship Support, Life Coaching Service and Counselling service. They offer a wide range of support and services consisting of extracurricular activities; Careers and internship support; Student Welfare and Counselling.

Contact Student Services for more information at:

Student Life Department: [student.life@miuc.org](mailto:student.life@miuc.org)

Internship Support: TBC

Life Coaching Service: Ms. Ana Cante, [ana.cante@miuc.org](mailto:ana.cante@miuc.org)

Counselling Service: Ms. Eva Berkovic, [eva@miuc.org](mailto:eva@miuc.org)

## 2.5 Module evaluation – have your say!

Towards the end of the module you will be invited to provide some anonymous feedback to the Module Leader through a (online) survey. This is your opportunity to give some 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.



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