

COURSE GUIDE



International Business: Strategy

UNIVERSITY
OF APPLIED SCIENCES

PO Box 85029
3508 AA Utrecht
The Netherlands

T: +31 88 481 62 00
F: +31 88 481 62 05
www.hu.nl

International Business Management Studies

- MBIB-IB1STRA-15
 - 2015 - 2016
 - Term A. & C
 - Minor
 - Fulltime
- annette.ammeraal@hu.nl

- Annette Ammeraal
- February 2016

Contents

1	Course Description	3
2	Course Goals and Learning Objectives	3
3	Place in the Curriculum and Related Courses	4
4	Study Burden	4
5	Pre-requisites	4
6	Exemption Possibilities	4
7	Competencies	4
8	Didactic Forms	5
9	Assessment	6
10	Course Material and Literature	7
11	Course Evaluation	8
	Appendix A: Student Activities and Weekly Schedule	9
	Appendix B: Evaluation Criteria Assignments	10

1 Course Description

This course considers the differences and impact of the institutional environment on business strategy.

As a group you will collaboratively do a comparative analysis on the institutional framework of India and the Netherlands and come up with an answer to the question:

"What strategy should Dutch companies adopt for entering and doing business in India?" You will present your findings in the shape of a booklet;

"Tips for Dutch Entrepreneurs and Business' for Doing Business In India".

The target audience for the booklet is Dutch SMEs.

Secondly, you will produce a poster informing Malaysian SMEs about the most pertinent differences that they can anticipate on when doing business in the Netherlands.

Additionally, each class member will maintain a professional diary and weekly update and this will be submitted at the end of the term.

Lastly, you will write an individual academic essay on a strategy in emerging markets topic of your choice.

During class you will receive a mixture of lectures and discuss various on case studies. For an overview of the student activities and the weekly schedule, see Appendix A.

2 Course Goals and Learning Objectives

Students will learn how to systematically select and plan the entry into new international markets and enhance the chances of success through integrated review of analyses and strategy (marketing, logistics, organisation and finance).

The learning objectives are:

Clearly identify differences in business climate in western vs. non-western economies.
Articulate actions that a non-western business should execute to successfully do business in a developed market economy.
Students can articulate actions that a western business should execute to successfully do business in an emerging market economy.
Students will be able to understand group dynamics (knowledge) and work effectively in teams (skills) (collaborate with a variety of other people using elements of effective team dynamics to effectively and appropriately structure team work)
Students will be able to effectively present information orally and in writing (skills).

3 Place in the Curriculum and Related Courses

Minor Business in Emerging Markets.

4 Study Burden

The total study burden is based on 140 hours, which equals 5 EC

Lectures and working sessions	30 hours
Reading Course Literature	25 hours
Assignments Article, Case study	15 hours
Booklet and Poster project	30 hours
Reading, research, write individual academic assignment	30 hours
Weekly update & professional diary	10 hours
	<hr/>
	140 hours

5 Pre-requisites

The student needs to know the basic marketing models and theories, so the completion of at least the first-year Marketing course (or an equivalent for the exchange students) is strongly recommended. Additionally, a very good comprehension of the English language is necessary.

6 Exemption Possibilities

none

7 Competencies

International Business Awareness

The ability to do an extensive research and to make a transparent synopsis of an international study. On this basis he can advise management on the opportunities and threats in the international legal and business environment. The student shows a clear interest in international developments beyond the immediate scope of his own activities and reads specialist literature on this topic. The ability to attune his own activities and those of the company to international trends.

International Strategic Vision Development

The ability to translate trends in the environment to opportunities and threats for the organisation.

He should be able to assess an international strategic policy for a company, clearly defining the strategic limits.

He can contribute to the adjustment of a vision and strategy.
He can assess the consequences of a vision and strategy for business policies and processes.

Entrepreneurial Management

The ability to contribute, in co-operation with others, to an optimal exploration by the company of the opportunities for both new and existing products/ services in the market and the necessary risks involved.

The student contributes to a pro-active opportunity-seeking attitude in the company and encourages the company to make effective use of these opportunities.

Business Communication
Cooperation
Planning and organization

Competences will be developed on level 2 and 3, depending on the competency.

Level 2	The student can apply the competence independently in a relatively clearly arranged situation.
Level 3	The student can apply the competence independently in a complex situation with complete control of the required skills.

8 Didactic Forms

The didactic forms are:

One session a week is dedicated to:

- Lectures
- Discussions
- Case assignments
- In class assignments

All the relevant documents can be found on the Share Point website:
<https://cursussen.sharepoint.hu.nl/fem/29/MB-IB1STRA-15/default.aspx>

On this website, you can find announcements, PowerPoint slides from the tutorials, relevant articles, and interesting links for further reading.

See Appendix A for weekly schedule

9 Assessment

Type of Assessment	Weighing	Min. Mark
Group Assignments - Booklet - Poster - Article presentation - Case study presentation - Team work	50%	5,5
Assignment individual academic essay	50%	5,5

1 For the Group Assignments you will receive a group grade for the poster and booklet products and also for the case study presentation and article presentation, the four components will account for 50% of your final grade. Participation will also be considered in your Case Study assignments and presentations whereby you'll be working in teams. Your weekly update and Professional Diary, will be multiplied by the group grade to calculate your individual score and grade for contribution to the group project. The weekly update will include the Weekly Peer Review that you will have to keep tab of individually on your teammates progress on a weekly basis. The sample of the peer review will be posted on the Sharepoint site.

2 the other 50% of your grade will be based on your individual academic essay, in week 7 of the term.

The evaluation criteria of the assignments are specified in Appendix B.

Resit

Participation can only be re-sat through a make-up assignment which the course co-ordinator will provide to the participant(s).

Fraud

Cases of fraud are treated very seriously. Lecturers and examination invigilators refer all cases to the Exam Board.

One type of fraud is **plagiarism**. *The Concise Oxford Dictionary* defines this as taking, using or passing off "the thoughts, writings, inventions, etc. of another person as one's own". This is a very serious offence. It includes:

1. Handing in the same (or very similar) assignments as other past or present (teams of) students;
2. Copying text or ideas from books, the Internet, etc. without proper source citation;
3. Copying answers from other students during examinations; and
4. Allowing other students to copy your assignments or examination answers

The punishment for fraud is severe. Punishment ranges from being banned from one examination to exclusion from all block exams for more serious cases. Ultimately, fraud leads to expulsion.

10 Course Material and Literature

Books (Required)					
Title:	Global Strategic Management				
Author(s):	Peng				
ISBN:	978-1-122-95326-5	Edition:	3rd	Publisher:	Cengage Learning

Title:	Winning in Emerging Markets – a Road Map for Strategy and Execution				
Author(s):	Khanna and Palepu				
ISBN:	978-1-4221-6695-6	Edition:	2010	Publisher:	Harvard Business Press

Articles (compulsory)

- 1) Strategies that fit emerging markets, Khanna, Palepu, Sinha, HBR, June 2005
- 2) Emerging Giants: Building World-Class Companies in Developing Countries, Khanna, Palepu, HBR, October 2006,
- 3) The Globe: Segmenting the Base of the Pyramid, Rangan, Chu, Petkoski, HBR, June 2011
- 4) Competition, The Future and How to Survive It, Dobbs, Koller, Ramaswamy, HBR, Oct, 2015
- 5) The New Rules of Globalization, Bremmer, HBR, jan-feb 2014
- 6) New Business Models in Emerging Markets, Eyring, Johnson, a Nair, HBR, Jan-Feb, 2011

Videos

<https://hbr.org/video/4680128252001/how-market-share-is-changing-around-the-world>

<https://www.youtube.com/watch?v=mDiqNjPxm9A>

Article presentations: max 15 minutes, Students present the article

Case study presentations: max 30 minutes, Students describe the case, analyse the case and propose solutions. During the case study presentations 3 teams will present the case study. The other 3 teams will operate as counter teams. This means they have to evaluate the work of the presenting team and ask questions to the team. Questions must be prepared before the lecture.

11 Course Evaluation

The student evaluation of this course takes place at the end of the block by means of a standardized evaluation form

The course will be evaluated in written form at the end. There are two evaluative moments: during the last class and after the written exam.

During the last class, the lecturer evaluates the course with the students. Here, students have the opportunity to give their opinion and tips on the content and form of the course.

Besides the class evaluation, students will fill in the FEM evaluation forms handed to them at the end of their written exams.

Appendix A: Student Activities

Week	Team	Task:
Wk 2-1	Team 1	Present Article 1
Wk 2-2	Team 4,5,6	Present Namaste Case
	Team 1,2,3	Counter team Namaste Case
Wk 3-1	Team 2	Present Article 3
Wk 4-1	Team 3	Present Article 4
Wk 4-2	Team 1,2,3	Present Carlsberg Case
	Team 4,5,6	Counter team Carlsberg Case
Wk 5-1	Team 4	Present Article 4
Wk 6-1	Team 5	Present Article 5
Wk 6-2	Team 6	Present Article 6
Wk 7-1	Team 1,2,3	Hand in, present Booklet and Poster
Wk 7-2	Team 4,5,6	Hand in, present Booklet and Poster

Weekly Schedule

Wk	Contents Lecture	Theory
1	Introduction to the course Institutional Voids in Emerging Markets	Ch 1 (Khanna, Palepu)
1	Foundations of Global Strategy Introduction of Case Study	Ch 1 – 4 (Peng)
2	Institutional Voids Spotting and Responding	Ch 2 (Khanna Palepu)
2	Present Namaste case (3 teams)	
3	Foreign Market Entries The Entrepreneurial Firm	Ch 5 - 6 (Peng)
3	Global competitive dynamics	Ch 8 (Peng)
4	Exploiting Institutional Voids as Business Opportunities Multinationals in Emerging Markets	Ch 3 - 4 (Khanna Palepu)
4	Present Carlsberg case (3 teams)	
5	Emerging Giants: Competing at Home Emerging Giants: Going Global	Ch 5 - 6 (Khanna Palepu)
5	The Emerging Arena	Ch 7 (Khanna, Palepu)
6	Strategic Alliances, Diversification and acquisitions Multinational strategies, structures and learning	Ch 7, 9-10 (Peng)
6	Trends in Emerging Markets	
7	Present Booklet and Poster by students	
7	Present Booklet and Poster by students	

Appendix B: Evaluation Criteria Assignments

Evaluation Criteria Booklet

A) Overall style/ lay out/ pictures/charts/sources/use of English	20/100
B) Structure	20/100
C) Depth and relevance of analysis (use of theory)	40/100
D) Creativity	10/100
E) Completeness and consistency	10/100

Evaluation Criteria Poster

A) Overall style/ lay out	30/100
B) Contents	40/100
C) Creativity	30/100

Evaluation Criteria Article and Case study presentation

A) Contents (use of theory)	60/100
B) Handling questions	20/100
C) Presentation skills	10/100
D) PPT layout	10/100

Evaluation Criteria Individual Academic Assignment

Evaluation Criteria Individual Essay

A) Overall style/ lay out/ pictures/charts/sources/use of English	20/100
B) Structure	20/100
C) Depth and relevance of analysis (use of theory)	40/100
D) Creativity	10/100
E) Completeness and consistency	10/100

Peer Evaluation

1. Attitude towards the project <i>Interest in discussion & encouragement of others</i>
2. Listening to others when working in groups <i>Paying attention & incorporating others' thoughts, taking into account suggestions of other teammembers</i>
3. Willingness to cooperate with others <i>Making suggestions, asking questions, drawing others in</i>
4. Responding to emails/calls in a timely manner <i>Substantive responses made in a prompt fashion</i>
5. Quality of submitted work <i>Well thought-out and/or researched</i>