INTRODUCTION

Welcome to your international business strategy course, designed to cover the wide spread of strategy implementation, from start followed by growth, consolidation and revitalisation of a business.

The life of a company goes through different stages. The first step is the conversion of an idea into an activity or specific business vision that originates the creation of a new formal entity and leads to the beginning of operations. The second is the growth process.

Strategies for growth are diverse and are related to the company mission considering aspects such as the characteristics and future of its products and services, the geographical scope of its operations, the logistics of distribution and the relationship with the market, as well as the type and extent of the association with other entities liable to collaborate in the value creation process.

Spotlight is focused also on consolidation and revitalisation.

Knowledge and practice of the basic concepts of strategy and economic analysis covered during the first quarter together with the acquired finance, marketing and human resource tools, are now necessary to understand the cases.

AIMS

- To develop a comprehensive understanding of the strategic issues that businesses have to face when operating on an international scale at different stages of the company life-cycle and under different industry situations.

- To identify alternative forms of entering and servicing new markets, as well as assessing trends in strategy development within the changing global environment.

- To consider new business alternatives, submitting them to a coherent analysis that will help identify the possibilities and limitations of each alternative in function of the resources, capabilities and conditions that may exist in a specific company and situation.

- To guide participants towards finding appropriate answers to new business development process and the perspectives of change and growth.

- To foster the qualities of collaboration, networking, group work & decision making that are increasingly demanded in the scenario of the new millennium.

METHODOLOGY

Classes will be essentially participative. The participants will play a main role in the analysis and development of alternatives. During the class sessions the priority is given to active participation/discussion instead of fact repetition.
This participation should be active and at the same time respectful of the opinions of the rest of the group, making use of active listening, constructive communication and a systematic search for the optimal final agreement.

Case study method with previous in-depth preparation of the cases and reading material before the group summaries meetings to be ready for class discussion when case is scheduled.

We highly recommend to revise/study all readings and study cases during the vacation before start of the winter term.

EVALUATION

The final mark will be based on two parameters.

Each participant will be evaluated according to (i) the proof of the acquired knowledge on the pertinent subject and (ii) the quantity, quality and consistency of his/her participation.

- 70% of the final grade will be based partly on a final exam and partly to several interim presentations.
- The other 30% will be based on the quantity, quality and consistency of classroom participation.

No matter how high the evaluation of participation may be, in order to get a passing grade for the subject, the participant needs to pass successfully the written part of the evaluation.

BIBLIOGRAPHY

- The reference manual is:
- Additional readings are: