APPLIES TO ACADEMIC YEAR 2013/2014

MBA 2387 EU and Latin American Business Trends

Programme
Master of Business Administration - China

Responsible for the course
Ragnhild Kvålshaugen

Department
Department of Strategy and Logistics

Term
According to study plan

ECTS Credits
5

Language of instruction
English

Introduction
The world is changing at an ever-faster rate. "The 21st Century," as Newsweek editor Fareed Zakaria has remarked, "will be the century of change. More things will change in more places in the next 10 years than in the previous 100." Indeed, in a world that is increasingly flat, with rapid and perpetual technological change, and massive social and environmental challenges, securing long-term competitive advantage is harder than ever. In this context, "going global" is no longer a choice for leading companies – it is a necessity.

But operating globally and becoming a truly global enterprise is no easy undertaking. Economic realities and dynamics continue to differ among major markets. Add to that strongly diverging political, social, and regulatory conditions that impede the simple transplantation of a successful business model from one market to another. Finding the right balance between global integration and local responsiveness requires not only careful strategic planning but also meticulous, yet adaptable implementation. A particular challenge in this respect is the case of global brand building. To master these daunting challenges, companies need managers who understand cross-cultural differences and who can think outside the box – in short, they need innovative cosmopolitan leaders.

Learning outcome
The first objective of this tailor-made program is to familiarize participants with the various sets of issues and forces that executive encounter when their firms operate in the global arena. But familiarization is not enough. The second critical objective is therefore to provide participants with tools to develop and implement successful global strategies.

Prerequisites
Bachelor degree or equivalent, 4 years work experience, managerial experience and good written and oral knowledge of the English language. Please confirm our Student regulations.

Compulsory reading

Articles:
Collection of cases and articles
Collection of cases and articles

Recommended reading

Course outline
The program consists of seven blocks:

Latin America Economic Outlook surveys current economic trends in this major region and highlights repercussions for Latin America-operating enterprises;
§ **European Union** introduces participants to the institutions of the European Union and the economic implications of the "European project" in Europe and beyond;

Going Global provides an integrative vision as it explores the full implications of internationalisation from a market, strategy and organisational perspective, as illustrated by the experience of Spanish multinationals in Latin America;

Corporate Entrepreneurship provides a forum for the in-depth examination of mindsets, methods, and managerial activities that follow the corporate entrepreneurial process from opportunity recognition to growing ventures.

Business, Government & Society focuses on the nonmarket forces that increasingly shape the business environment of globally-operating companies and introduces participants to the process of nonmarket strategy formulation and implementation;

Value Creation and Strategic Change highlights the most recent thinking about how firms create and capture value and pays particular attention to the strategic drivers and challenges of internationalization;

National Champions in Global Markets, finally, enables participants to obtain important insights into the drivers and dynamics of contemporary European industrial policy in an age of market globalization and to explore strategies for managing in high stakes political settings. This track will also provide an opportunity to contemplate more broadly the evolving relationship of state and market and its implications for both business and government in the context of the current financial crisis.

The program combines sessions led by IE Business School Faculty with several company visits designed to enable participants to gain first-hand experience of issues covered in the program

Computer-based tools
It's Learning

Learning process and workload

Examination
Evalutation will be based on 50% individual class participation and 50% group assignment.

Examination code(s)
MBA 23871 - Process evaluation; accounts for 100 % to pass the program MBA 2387, 5 ECTS credits

The course is part of a full MBA and all evaluations must be passed in order to obtain a certificate for the degree.

Examination support materials

Re-sit examination
Re-takes are only possible at the next time a course will be held. When course evaluation consists of class participation or process elements, the whole course must me re-evaluated when a student wants to retake a exam. Retake examinations entail an extra examination fee.

Additional information