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## [MEG] MANAGING EXTERNAL GROWTH

### Introduction

In recent years, achieving sustainable and profitable growth has become a critical objective for most firms. This course focuses on external growth options -- i.e., M&As and strategic alliances. We will examine under what circumstances each of these options makes more sense, as well as the management challenges associated to each one.

### Objectives

The objective of this course is to help participants think about the advantages and disadvantages of each of these options for external growth in order to be able to make the right trade-offs when making real decisions on these issues. The course will help you think and discuss implementation issues associated to both M&As and strategic alliances.

### Competences

#### Basic Competences

- Possess and understand knowledge that provides a basis or opportunity to be original in the development and / or application of ideas, often in a research context. (CB6).
- The students know how to apply the knowledge acquired and their ability to solve problems in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their area of study. (CB7).
- The students can integrate knowledge and face the complexity of formulating judgments based on information that, being incomplete or limited, includes reflections on social and ethical responsibilities linked to the application of their knowledge and judgments. (CB8).
- Students know how to communicate their conclusions and the knowledge and ultimate reasons that support them to specialized and non-specialized audiences in a clear and unambiguous way. (CB9).
- Students possess the learning skills that allow them to continue studying in a way that will be largely self-directed or autonomous. (CB10).

#### Specific Competences

- To learn and understand the economic and social environment of emerging countries in order to assess the opportunities and risks for business development in those countries. (COP1).
- To design and implement appropriate strategies for emerging markets. (COP3).
- To develop knowledge and skills in order to: discover advanced strategy methods, develop strategic thinking and understand how to differentiate through competitive advantages in these emerging

markets. (COP7).

## **Content**

It is intended to help participants to deepen their understanding of the challenges that doing business in Latin America entails and how to overcome them: to learn and understand the economic and social environment of emerging, to design and implement appropriate strategies, to develop knowledge and skills and understand how to differentiate through competitive advantages in these emerging markets.

## **Evaluation**

Your course grade will be based on your performance in class: 50% (SE4) and an integrated team assignment oral: 25% (SE1) and writing: 25% (SE2)

### **ADENDA COVID-19**

Ha sido necesario ajustar el calendario, para brindar la mejor experiencia de aprendizaje posible. Por esta razón, la clase presencial de esta asignatura ha sido pospuesta hasta octubre 2020.