

Assignment 2 - Subject and Guidelines

SURREY
BUSINESS
SCHOOL



MAN2142: Topics in International Business

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Assignment (2) Criteria



- It is a written assignment with a word limit of **2,500**.
- The limit does not include Title Page, Table of Contents, References and any Appendices.
- Assessment ends at the end of the 2,500 word count!
- Assignment submission cut-off 16:00 on Monday 26th May.
- DO NOT wait until the last minute to submit!
- Submission must include sufficient content to convey a HE level understanding of the taught material and its application to this case study.

Format

- Title pages includes: Module name, your name and URN, assignment title etc. It does no start the page numbers!
- Document to have page numbers which are reflected in Table of Contents.
- The assignment should have Chapter and Sections Headings, i.e. 1 and 1.1
- Font Times New Roman (or similar) , Size 12 with spacing of 1.15 to 1.5
- Submit in 1. Word Format AND 2. pdf

**Banco Santander: The Changing
Geography of International Retail Banking**

By

Filipe Wordsell



Module MAN2142 | Topics of International Business Management

Surrey Business School – Faculty of Arts and Social Sciences
University of Surrey

URN 123456

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Suggested 3-Part Framework



Part I – The Evidence

- Provide a precis of the case study, incorporating the articles provided.

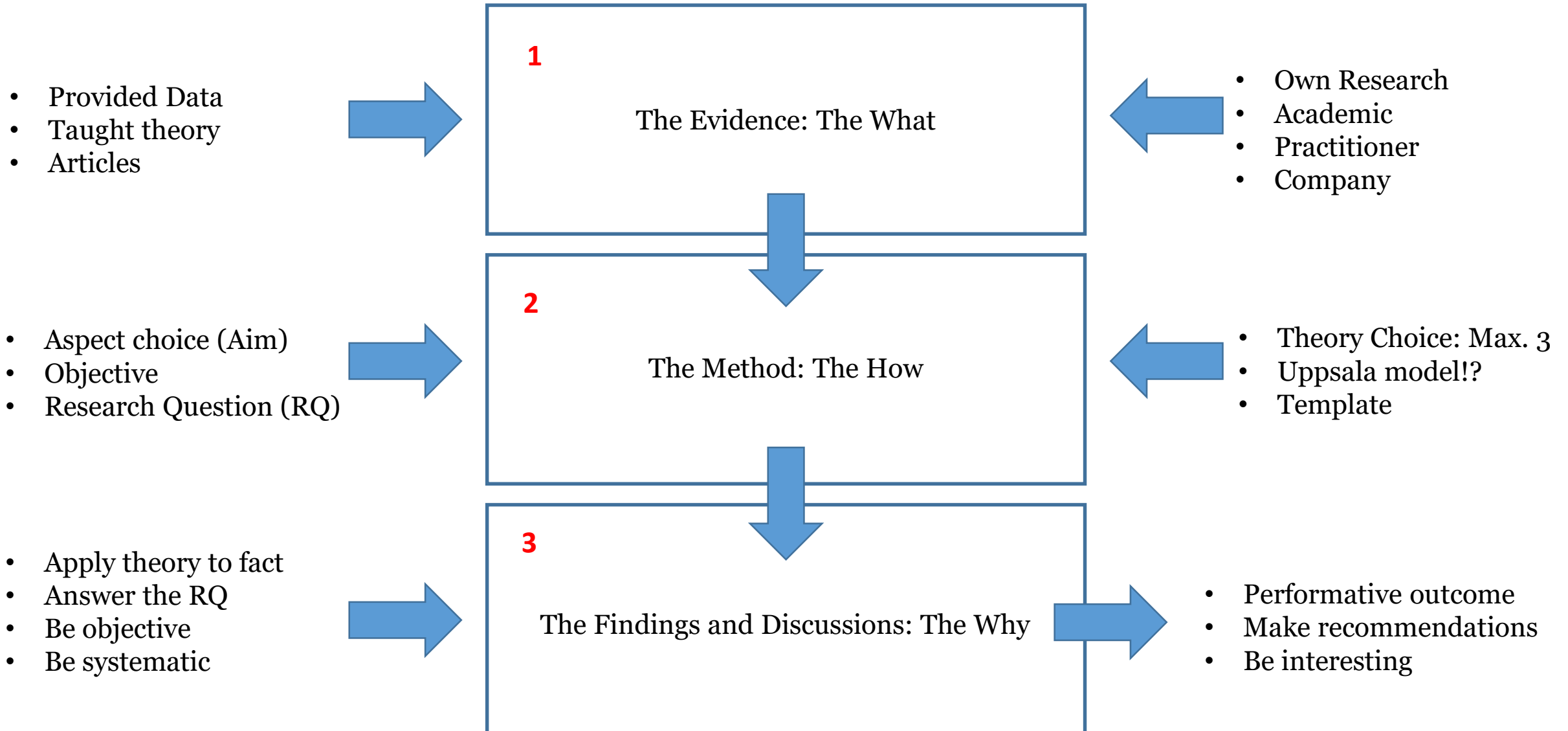
Part II– The Method

- Examine which theory(ies) you wish to employ and why it is applicable to this case.
- Explain why other theory have been excluded from your work.

Part III– The Findings and Discussions

- This is your opportunity to present your analysis of the banking group, the impact of its origins (people and place), the success and limitations of its current investments and lastly the opportunities and risks associated with new market(s). This must be all undertaken through the observation of (legitimately) data as observed through the lens of chosen theory.

Suggested Assignment 3-Part Framework



You Choose your Research Question(s)!



I am giving you:

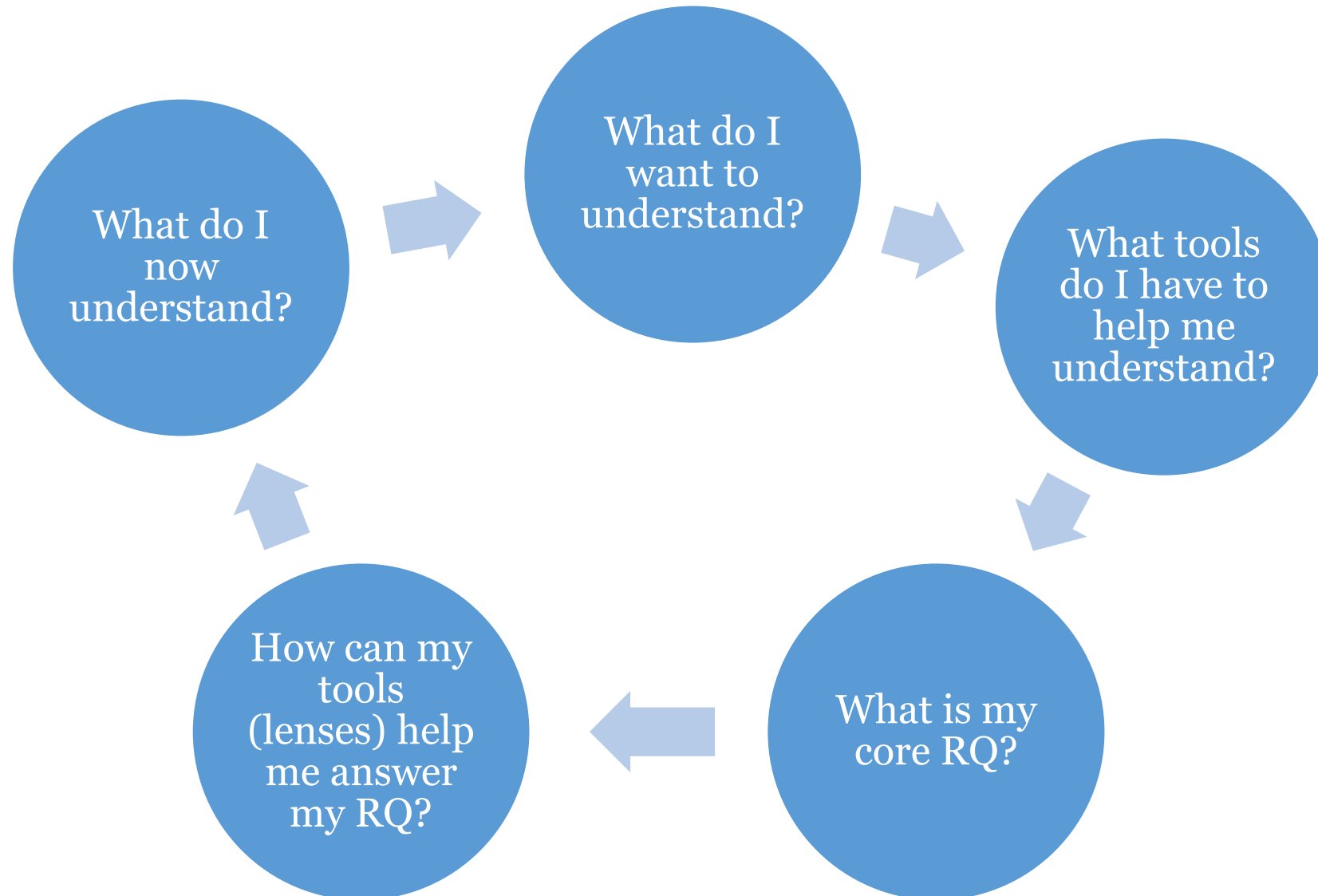
- Single choice of Subject (no confusion!)
 - Initial Data to read and understand
 - A 3-Part Framework
 - Recommendations on Theory (Taken from taught module content)
 - Individual advise on which theory best answers your Research Question (RQ)
- when asked for**NO**, I won't give you all the answers!

Theory Available to You:



- The power of MNC's i.e. Industry concentration
- Culture: Societal and organisational level
- Shareholder and Stakeholder relationships
- National characteristics (emerging and developed economies) and Challenges to doing business
- International Strategies: International, Multi-Domestic, Global or Transnational
- Uppsala Model on the Evolution of Multinational Business
- FDI
- HRM staffing policies and Lost in Translation
- Innovation at the MNC level
- Sustainability and the Environmental Strategies
- International Finance!

RQ and Theory



Questions to be Asked



- **What is Banco Santander ‘Santander Group’ (BS)?** What does it do. How big is it. Where does it operate. Where does it come from. Where is it now. Who runs it etc.
- **What differentiates BS from its Competitor?** Who are its competitors. What does BS do differently. Does BS possess particular expertise. How is BS run. Does its management /ownership structure affect how it operates. How did it expand etc.
- **How does BS approach IB?** What approach to International Business/Banking (IB) has it taken. Is that approach consistent with current operations. Are things changing etc.
- **Where Next, what is BS doing to Remain Profitable:** Does it wish to return to old markets or new ones. How does it get there. Who goes. What is market and product. What does it take i.e. licences etc.
- **What do you think they should do next?**

The Validity of Data

When reading empirical papers remember:

- Ensure that you draw your data from recognised sources
- Always seek-out the originator and not the 'data' harvester
- It is important to see when the data was collected
- The empirical context is important because it will give you some indication as to what extent the findings have suffered bias, i.e. Santander Group is unlikely to promote data that puts it in a poor light
- Be critical!

Documentation Provided:



1. Parada, P., Alemany, L. and Planellas, M., 2009. The Internationalisation of Retail Banking: Banco Santander's Journey towards Globalisation. *Long Range Planning*, 42(5-6), pp.654-677.
2. Vahlne, J. and Johanson, J., 2013. The Uppsala model on evolution of the multinational business enterprise—from internalization to coordination of networks. *International Marketing Review*.
3. de Nexon, E. and Teissedre, F., 2019. The Retreat from Globalisation: Threats and Opportunities for Financial Market Infrastructures. Société Générale. Available at: <https://www.securities-services.societegenerale.com/en/insights/expert-views/banking/the-retreat-from-globalisation-threats-and-opportunities-for-financial-market-infrastructures/> (Accessed 06 March 2020)
4. Megaw, N., 2019. Santander takes €1.5 billion hit on UK Business as Brexit Looms. Financial Times. Available at: <https://www.ft.com/content/aab9d36c-df72-11e9-9743-db5a370481bc> (Accessed 06 March 2020)
5. Megaw, N. and Crow, D., 2020. Santander retrenches in UK as mortgage price war bites. Financial Times. Available at: <https://www.ft.com/content/2f5db73c-33a1-11ea-a329-0bcf87a328f2?shareType=nongift>
6. Stothard, M., and Morris, S., 2018. Santander Profits Rise on Robust Results in Brazil and Spain. Financial Times. Available at: <https://www.ft.com/content/ef334c64-dcd8-11e8-9f04-38d397e6661c> (Accessed 06 March 2020)

- Read the assigned literature and then seek out new data
- Decide upon your key research questions (RQ) then choose the appropriate theoretical lens(es) to answer the RQs
- Reference all of your sources, academic and practitioner. Authors of theory must be recognised.
- Be imaginative, think beyond simply describing what you observe
- Write clearly, see out support if your English is weak; be systematic and have structure to your argument
- Use tables, charts and/or flow-charts to support your writing. NEVER include figures and/or tables if you do not refer to them
- Submit a good quality draft to SurreyLearn well before the cut-off, just in case there is a problem and you cannot submit the final version before closing bell.

Don'ts

- Do not simply report the facts; I can read too!
- Do not only describe theory; apply it
- Do not write too little (<2,400 words) but do not exceed the word limit
- Do not include tables and/or figure that you do not refer to in the text
- Do not think that the appendix is ‘dumping’ stuff you think might look pretty!
- Do not think that poor syntax, grammar or presentation will be forgiven!!!!
- Do not plagiarise or think copy-pasted images (tables/figures) are acceptable
- When referencing avoid relying solely on web links
- SBS uses Harvard referencing so learn how to use it!
- Do not be late to submit your final version; always have a draft submitted as a back-up

Best of Luck



This is to your own work. Jean and I have provided you with the foundation and structure for knowledge creation, now apply it. Whilst we are here to guide you, we are not here to write your assignment for you. So remember:

BE SYSTEMATIC, BE ACCUARTE AND BE INTERSTING!

Thank you

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Key reading:

Daniels, J., Radebaugh, L. and Sullivan, D., 2015. *International business*. 15E, Global Edition
Pearson Education: Chapter 20- Global Management of Human Resources