

80224 - International Management

TEACHING PLAN

1. Basic description

Name of the course: International Management

Academic year: 2022-2023

Term: 2nd

Degree / Course: International Business Programme (IBP)

Code: 80224

Number of ECTS credits: 6

Total number of hours committed: 150

Teaching language: English

Lecturers: Xavier Jou (xavier.jou@prof.esci.upf.edu)

Timetable: [SIGMA Schedule](#)

Office hours: Tuesday 12.00 - 1.00 p.m. or by appointment

2. Presentation of the course

The International Management course focuses on the opportunities and challenges created by globalisation. It examines a series of cross-cultural and management issues related to management in an international marketplace. The aim of this course is to enable students to analyse and understand the opportunities and challenges that companies face when expanding their activities internationally and when dealing with international competitors in their home markets. Special attention is placed upon the different tools and analytic competences available to the different specialised managerial roles when competing internationally.

The course comprises three segments. The first builds a better understanding of the challenges in the international environment. It focuses on the analysis of country differences in political economy and political risks as well as cultural and social heterogeneities. In this segment, the course covers the major facets of the international management environment (legal, political, economic and cultural). The central debates surrounding the cultural construct, formal and informal institutions, economic development and regional integrations are presented in class, along with the major frameworks that have been used to describe these phenomena.

Students are exposed to a range of ideas about cultural values in different nations and learn how those values influence management and organisational practices.

The readings build upon students' existing knowledge of the functioning of American, Western European and Asian business organisations, and help them develop an understanding of how organisations function in a wide variety of cultures.

The second segment of the course builds on the first section and analyses global organisational forms and international strategies. It focuses on the strategic challenges

confronting firms that compete in the global economy. It aims to develop understanding of how to gain a competitive advantage and compete successfully in the international marketplace. In other words, it explores the most fundamental question in international strategic management: What determines whether companies succeed or fail internationally?

Finally, the third segment deals with international management operations and covers an array of organisational issues such as human resource staffing and motivating a multicultural workforce, global marketing, design of global products and services, global R&D and financing and accountability.

This is a core course in the ESCI-UPF International Business Programme, which is designed primarily for applicants who have a major or a minor in business.

Generally, students pursuing any degree in Business Administration or Economics should not need any prerequisite. Applicants pursuing degrees in other areas should make sure they have taken Business Organisation or an equivalent course.

3. Competences to be worked in the course

Own competences of the subject:

- a. An awareness of and an interest in how formal and informal institutions impact business decisions.
- b. An in-depth knowledge of analytical frameworks used in the screening of national markets (defining the key factors in a firm's internationalisation process by evaluating the international business environment, stressing particularly the economic and cultural dimensions).
- c. An enhanced understanding of what determines the success and failure of companies around the globe.
- d. An ability to invoke different management theories (e.g. resource-based view, stakeholder theory and institutional theory) to understand what lies behind different firm performances around the world.
- e. An understanding of the "other side" of international business, namely, local firms that often compete and/or collaborate with foreign entrants, especially in emerging economies.
- f. An ability to recognise the tensions in adopting global standardised actions as opposed to locally responsive actions in international management and relate these to the companies' overall corporate strategy.
- g. A disposition to consider ethical and social responsibility issues in the development and implementation of an international management strategy.

General competences	Specific competences
Instrumental competences	Disciplinary competences
G.I.2. Ability to relate concepts and knowledge from different areas. G.I.3. Ability to organise and plan. G.I.5. Ability to take decisions in complex and changing situations. G.I.8. Oral and written competence in communicating in English.	E.D.8. Analyse the organisation of businesses based on economic principles that make it possible to identify the most determining factors in results.
General personal competences	Professional competences
G.P.1. Ability to adapt and work in and lead international, multicultural, interdisciplinary, competitive, changing and complex groups.	E.P.2. Ability to analyse economic and market indicators when taking decisions within the organisation. E.P.5. Ability to take strategic business decisions that take into account economic, cultural, social and political determinants specific to each area. E.P.7. Illustrate the reality of business by using activities such as assignments and lectures or by preparing case studies. E.P.8. Be able to take functional decisions within an organisation with international activity. E.P.17. Be able to express oneself and understand spoken and written communication in English at an advanced level to apply it to the international business area.
Generic systemic competences	
G.S.4. Entrepreneurial ability. G.S.7. Promotion of and respect for multicultural values: respect, equality, solidarity, commitment. G.S.8. Promotion and respect for gender, environmental and safety at work issues.	
Competences for applicability	
G.A.4. Ability to understand and apply the network concept.	

Working competences and assessment of learning outcomes.

	G.I .1	G.I .3	G.I .6	G.I. 8	G.P .1	G.P .2	G.S .1	G.S .2	G.S .3	G.A .1	G.A .3	E.D .8	E.P .7	E.P .5	E.P .2	E.P .8	E.P. 17	LO *
Bonus Class Participation	X	X	X			X	X	X	X	X		X						X

Case Studies & Exercises	X	X	X	X	X	X	X	X	X	X	X		X	X			X		X
Questionnaires			X			X							X						X
Presentations	X	X	X	X	X	X	X	X	X	X			X		X		X	X	X
Final exam	X	X	X			X			X	X		X		X					X

The following table summarizes the total number of hours per week per programmed activity that a student should dedicate to this course, **TOTAL 150 HRS (6 CREDITS)**

Week	Lectures	Questionnaire Prep.	Autonomous	Autonomous Group Work	Exam Preparation	Exam Taking	Total
			Individual Work				
1	4	0	3	0	0	0	7
2	4	2	4,5	4	0	0	14,5
3	4	2	4,5	4	0	0	14,5
4	4	2	4,5	4	0	0	14,5
5	4	2	4,5	4	0	0	14,5
6	4	2	4,5	4	0	0	14,5
7	4	2	4,5	4	0	0	14,5
8	4	2	4,5	4	0	0	14,5
9	4	2	4,5	4	0	0	14,5
10	4	2	4,5	4	0	0	14,5
Exam	N/A	N/A	N/A	N/A	10,5	2	12,5

TOTAL	40	18	43,5	36	10,5	2	150
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The competences, the learning outcomes, the assessment elements and the quality of the learning process included in this Teaching Plan will not be affected if during the academic trimester the teaching model has to switch either to an hybrid model (combination of face-to-face and on-line sessions) or to a complete on-line model.

4. Contents

I. INTERNATIONAL ENVIRONMENT CHALLENGES

- Globalisation
- International Business Environment

i. The Global Trade

ii. Foreign Direct Investment

iii. Developed Countries Investing in Emerging Markets

iv. National & International Markets

v. Internationalisation Theories

vi. Regional Economic Integrations and International Multilateral Institutions

vii. Global Growth Generators. Emerging Economies: The Case of Brazil, Russia, India and China (BRICs)

- International Trade Theories

i. Trading Strategies and Methods

ii. International Regulatory Framework

iii. Technical Standards

iv. The Export and Import Process. Strategy and Management

- International Management Structures

i. Management Styles

ii. Simple Functional Organisations to Divisional or Matrix Structures

- Global Leadership | Global Entrepreneur

i. Practical Examples from Different Business Environments

- Managing Cultural Diversity

i. Theory

ii. CAGE Distance Framework.

iii. Cross Cultural Business Communication

iv. The Case of Brazil, Russia, India and China (BRICs)

v. Business Environment

vi. Business Etiquette

vii. Business Cultural Barriers

viii. Negotiation Techniques

II. THE STRATEGY AND STRUCTURE OF INTERNATIONAL BUSINESS

- Understanding Global Strategy
- i. Fundamentals of International Strategic Management
- ii. Strategies, Main Strategic Choices, Value Chain, Tools: PEST, SWOT, Porter 5 Forces, CAGE
 - Identifying International Market Attractiveness and Competitive Strength. Breaking into Foreign Markets
- i. The International Market Selection Process
- ii. Identifying International Market Attractiveness and Competitive Strength
- iii. Building a Model for International Market Selection
- iv. Managing for Competitive Advantage
 - Managing Strategic Alliances. Managing International Assets and Risk
- Strategic Alliances
- i. Agents
- ii. Franchising/Licensing
- iii. Manufacturing Contract
- iv. Joint Ventures
 - Managing Strategic Alliances
- i. Making Strategic Alliances and Networks Work
- ii. Diversifying, Acquiring and Restructuring
- iii. Strategizing with Corporate Social Responsibility
 - International Business Contracts and Conduct
- i. Overview of Business Contracts
- ii. Extraterritorial Application of Laws
- iii. Bribery and Corruption in Different International Cultural Environments
- iv. Mediation, Arbitration and Litigation
- v. Patent, Copyright, Trademark, Trade Secret, Licensing of Intellectual Property

III. INTERNATIONAL BUSINESS OPERATIONS

- Distribution Decisions in the International Market
- i. Managing and Controlling Distribution Channels
- ii. Value Chain
- iii. Technical Regulations
 - Designing Global Products and Services
 - Global Production, Outsourcing and Logistics
 - International Pricing Strategies
- i. Skimming, Market Pricing, Penetration Pricing, Price Changes
- ii. Factors Influencing International Pricing Decisions
 - International HR Management. Building an International Workforce
- i. Importance of Skill-Building
- ii. Recruitment Issues
- iii. Hiring Strategies

- iv. Training Strategies
- v. Developing Managers
- vi. Retaining People

5. Assessment

Regular term evaluation

During the term you will be evaluated as indicated in the table below.

- a. Each assessment element is scored with a grade between 0 and 10, to one decimal place. Zero is the lowest grade and ten is the highest grade.
- b. The final grade for the course is calculated by adding the grades obtained for each element multiplied by their assigned weights.
- c. The final grade of the course is reported on the scale from 0 to 10, to one decimal place. Students whose final grade is equal to or greater than 5.0 will pass the course.
- d. In addition to your numerical final grades, you will also be given descriptive grades:
 - No Show
 - ≤ 4.9 Fail
 - 5.0–6.9 Pass
 - 7.0–8.9 Very Good
 - 9.0–10.0 Excellent
- e. The assessment elements are either Mandatory or Optional. For Mandatory assessment elements students must score a minimum grade to pass the course. Optional assessment elements do not require a minimum passing grade. However, any uncompleted Optional assessment elements will still count towards your final course grade.

Assessment element	Minimum Grade Requirement	Assessment agent			Type of activity	Individual or Group Activity	Weight (%)
		Prof	Self	360°			
CONTINUOUS EVALUATION CONTINUOUS EVALUATION REQUIREMENTS TO BE ABLE TO TAKE THE FINAL EXAM: Minimum 5.0 out of 10.0 is required on both presentations to calculate weighted average continuous evaluation grade. Overall, minimum 4.0 out of 10.0 on total continuous evaluation grade is required to be allowed to take the final exam. If any of the 3 conditions is not met, a student cannot take the final exam, and the lowest of the grades becomes the final course grade.							
Case Studies & Exercises	N/A	X			Analysis Application Conceptual Overall Understanding	4-5 per group	10%
Online questionnaires	Minimum 40%	X			Analysis Application Conceptual Overall Understanding	Individual	20%

Presentation I	Minimum 50%	X			Analysis Application Conceptual Overall Understanding	4-5 per group	15%
Presentation II	Minimum 50%	X			Analysis Application Conceptual Overall Understanding	4-5 per group	15%
EXAMS There will be 2 exams. The first will cover the 1st block (sessions 1 - 8) and will take place at the 8th session. The second exam will cover 2nd and 3rd block (sessions 9 - 20) and will take place after the 20th session. EXAM REQUIREMENTS TO BE ABLE TO PASS THE COURSE: Minimum 4.0 out of 10.0 required to pass the course. The course is passed if the weighted average of all graded elements is 5.0 or higher. The final exam will have two parts of equal weight. There is no minimum grade required on each individual part of the final exam, only on the overall grade.							
Exam 1	Minimum 40%	X			Application and synthesis	Individual In the classroom	15%
Exam 2	Minimum 40%	X			Application and synthesis	Individual In the classroom	25%
BONUS EVALUATION (each professor will provide a separate grade – maximum 5% each)							
Participation bonus grade + Class Summary	Maximum 10% Default 0%	X			Analysis and application	Individual In the classroom	≤10% bonus grade

f. Please DO NOT BOOK tickets for your flight home before the dates for the final exams are announced. Even if you have a ticket and a valid reason, ESCI-UPF will NOT PROVIDE ALTERNATIVE DATES for the final exam.

g. Your continuous evaluation grade (assignments + class preparation + final group project) must be 4.0 or greater AND your final group project grade must be 5.0 or greater before you can be entered for the final exam. If either of these two conditions is not met, you will not be allowed to take the final exam and the lower of the two grades will become your final course grade.

h. In order to pass the course, you must take the final exam. If you do not take the final exam, your final course grade will be "No Show", irrespective of your grades in the other evaluation elements.

i. To obtain a passing course grade, your final exam grade must be equal to or greater than 4.0. If your final exam grade is less than 4.0, the final exam grade becomes your final course grade, irrespective of your other grades.

j. The class preparation grading element evaluates your preparation for the case and article discussions. Missing classes or coming to classes unprepared may lower your grade for this evaluation element. A missed class, whether justified or unjustified, counts as an unprepared class. Failure to actively participate in group and class activities during the

discussions of cases and articles will be considered as an indication that you have not prepared for the class.

k. There will be neither individual make-up work nor extra credit work assigned if you fail any of obligatory grading elements, are unable to attend the final exam or obtain a grade below your expectations.

l. All students in a group receive the same grade for any group work. However, the peer evaluation you perform as part of the final exam will be used to adjust group grades for individuals who have contributed more than their fair share of work (their grades will be higher than the grade given to the rest of the group members) and those who didn't contribute their fair share of work (their grades will be lower than the grade given to the rest of the group members).

m. Participation in this course is evaluated as an extra credit that can add up to 10% to your final grade (the default grade is zero). If you don't say a word during the classes or you have irregular attendance (below 80%), your participation grade will be zero. However, you still may obtain a maximum final course grade. Participation grade is based exclusively on your CONTRIBUTION during class discussions.

Our experience with courses evaluated on a continuous basis (like this one) is that it is hard to fail but it is also hard to obtain a very high mark. So, if you are keen to get a good average grade, take this element seriously as it can compensate for losses of grades in other elements.

Furthermore, do not think of this grade as an entitlement or a gift: it has to be EARNED. Finally, do not confuse attendance with participation. A student can have a perfect attendance record and still score zero for participation. Effective class participation is assessed by asking questions such as these:

1. Is the participant a good listener?
2. Are their points relevant to the discussion? Are they linked to the comments of others?
3. Do the comments add to our understanding of the situation?
4. Do the comments show evidence of analysis of the case?
5. Does the participant distinguish between different kinds of data (i.e. facts, opinions, beliefs, concepts, etc.)?
6. Is there a willingness to share?
7. Is there a willingness to test new ideas, or are all comments "safe" (e.g. repetition of case facts without analysis and conclusions or a comment already made by a colleague)?
8. Is the participant willing to interact with other class members?
9. Do their comments clarify and highlight the important aspects of earlier comments and lead to a clearer statement of the concepts being covered?

The above questions deal with both the process of class participation and (of equal or greater concern) the content of what you say. Remember: both quality and frequency are important, but quantity never can make up for low quality.

Students who attend the class online synchronously will be able participate and encouraged to take part in class discussions.

For those students following the class asynchronously (through the videos uploaded on Aula-Esci), participation will be taken into account with a daily class exercise to be sent to the professors after every class. The exercise will be based on answering a question related to the topics discussed in class.

Retakes

Students who obtained a grade below 4.0 in their final exam will be allowed to retake it in January, in accordance with the ESCI-UPF calendar and academic regulations. This make-up exam can only be sat on ESCI-UPF premises: it cannot be done remotely.

You may only retake your final exam during this session. All other grades stay unchanged and cannot be compensated by extra work. To pass the make-up exam, you must obtain a minimum score of 4.0. If you pass the make-up exam, your final course grade will be determined using the regular course assessment rules as outlined above. If your score in the make-up exam is below 4.0, this score will become your final course grade. Any participation bonus grade is set to zero if you have to sit the make-up exam.

Any students found copying and/or plagiarising work, in whole or in part, will fail the subject. They will receive a final grade of zero and will not be allowed to take the make-up exam. In accordance with the UPF Disciplinary Rules and Regulations for Students, other additional sanctions may apply depending on the seriousness of the offence.

6. Bibliography and teaching resources

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Basic REQUIRED bibliography

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- Hill, C.W.L. *International Business: Competing in the Global Marketplace*. 10th ed. New York: McGraw-Hill, 2014.
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- Goddard, C.R., P. Cronin, and K.C. Dash. *International Political Economy: State-Market Relations in a Changing Global Order*. 2nd ed. Boulder, CO: Lynne Rienner, 2003.
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Supplementary bibliography

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- Gomes, Emanuel, Yaakov Weber, Chris Brown, and Shlomo Yedidia Tarba. *Mergers, Acquisitions and Strategic Alliances: Understanding the Process*. New York: Palgrave Macmillan, 2011.
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7. Methodology

In this class, we will take an active learning approach. This approach requires students to prepare for EVERY lesson. In other words, you should do the assigned readings and case studies (on average 4 or more readings per week), think about the issues discussed in the assigned readings, and be prepared to contribute to the class discussion. As instructor, my primary role is to facilitate the learning process. While you will have formal lectures, the main learning will be achieved through case and article preparations, class discussions and work on assignments.

The course is composed of a mixture of theory classes, case and article analyses and discussions, class assignment (on cross-cultural business communication) and a group project work. Given that the class is taught in English, all class material will be available in English only. Students will be provided with the cases, readings, exercises and lectures before the class via the intranet Moodle site (AULA ESCI-UPF).

Face-to-face (in the classroom)	Directed (outside the classroom)	Independent (outside the classroom)
Professor		
<ul style="list-style-type: none"> • • Lectures • • • Tutorials and seminars • • • Discussion of cases and articles • • • Simulation (in class) • 	<ul style="list-style-type: none"> • • Prepare classes • • • Prepare tutorials and seminars • • • Prepare cases and articles • 	<ul style="list-style-type: none"> • • Follow current business press for latest developments related to the class •
Student		
<ul style="list-style-type: none"> • • Participation in discussions • • 	<ul style="list-style-type: none"> • • Prepare case studies presentations (group) • • • Prepare case study questions (group) • • 	<ul style="list-style-type: none"> • • Class preparation and readings • • • Projects preparation • • • Independent study • •

<ul style="list-style-type: none"> • Case presentations • • Exams • 	<ul style="list-style-type: none"> • Prepare cases and articles • • Online questionnaires • 	<ul style="list-style-type: none"> • Exams preparation • • Class exercise • • Class summary •
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Theory classes

The objective of theory classes is to understand the main issues related to International Management and consider all relevant elements in developing and implementing effective international strategies and organisational policies. For each topic, we will provide a set of PowerPoint slides (short version). These slides will be posted on AULA ESCI-UPF after the class. While we will not discuss every single slide or spend equal time on each slide, you are expected to be familiar with ALL the material covered in the slides.

Case studies

The objective of case presentations, discussions and analyses is to develop the necessary abilities to apply previously acquired concepts to a specific situation. The case studies put you in the shoes of a decision maker: you have to perform the appropriate analysis and then make a recommendation. Beyond the International Management–related content, you benefit by improving your problem-solving ability, your ability to think on your feet and your powers of persuasion to move others towards your point of view.

A case-study course involves continuous student-to-student and student-to-instructor discussion. Much of the learning occurs during the class, as students work through what they prepared in advance, ask questions about it, and improve on it.

To get the most out of the class you must prepare conscientiously and participate actively in class discussions. Failure to participate robs others of your perspective and increases the chances that the discussion will not be relevant to your interests and abilities. So please participate actively.

So what is conscientious case preparation? Read the case through thoroughly; identify the main issues to be addressed in the case; attempt to analyse these issues using your common sense and any appropriate tools or techniques; and note any action recommendations implied by your analysis. Alternatively, if you find yourself hitting a roadblock, try to articulate what your problem is. Identifying roadblocks is as often valuable as a complete analysis.

For each case assigned, we will provide the questions to be answered and the points to be addressed in the group PowerPoint presentation. The questions play several roles, which vary depending on the case in question.

Usually the questions are simply to help you get started on your analysis. You should not feel constrained by them, nor should you assume that answering all of the preparation questions necessarily constitutes a complete analysis. My general advice is always to read the preparation questions, but do not feel overly constrained by them.

On Moodle you will find the guidelines for the case studies group presentations for each specific session plus the questions to be answered by all groups.

In class we tend to switch between asking for volunteers and calling on individuals. If you are not prepared, please notify me before the class, and we can both avoid some embarrassment. If you have spent time preparing the case, but still feel unsure of your opinions, count yourself prepared. If you have made the effort, you should never feel embarrassed by the result.

News, articles and professional papers

The objective of article discussions is to develop the ability to analyse current issues in International Management as well as to keep abreast of recent socioeconomic developments and link them to the class material. The course outline at the end of this document lists the required articles, but additional articles from various relevant sources (e.g. *The Economist*, *New York Times* and the *Financial Times*) will be posted on AULA ESCI-UPF and will serve to initiate discussions, either in the classroom or on the intranet site.

Bonus participation

Bonus grade participation (+10% on final grade) is based on the engagement of the students taking part in group discussions during classes.

Final group project work

During the course you will have to give a group presentation on a topic related to the content of the course. Working on these assignments should:

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- Allow you to practise the concepts covered in class to help you learn and understand them better, mainly by appreciating what their practical application means for real business life.
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-
- Motivate you to learn more about specific industries and sectors.
-
-
- Sharpen your analytical skills.
-
-
- Apply the theory in practical business life situations.
-
-
- Help you become better in dealing with ambiguity.
-
-
- Encourage you to learn how to make recommendations and how to justify your opinions.
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-
- Improve your teamwork skills.
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-
- Give you an opportunity to improve your written and spoken English.
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- Present you with an opportunity for public speaking in front of a relatively friendly audience.

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Activity	Hours	Credits
Directed		
Theory classes	15	0.6
Cases	15	0.6
News articles and papers	17	0.68
Supervised		
Assignment – supervision	5	0.18
Autonomous		
Assignment and study	71	2.86
Final exam	2	0.08

8. Scheduled activities

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Week 1	Session 1	<p>Presentation I: Introduction to the course. Setting out rules and expectations.</p> <p>Lecture I: Globalization and its impact in the international business environment</p> <ul style="list-style-type: none"> · Concept of Globalization · Background · International Trade · International markets integration · Impacts of Globalization <p>Optional reading before class:</p> <ul style="list-style-type: none"> · Robert C. Feenstra (1998), Integration of Trade and Disintegration of Production in the Global Economy <p>Relevant book chapters:</p> <ul style="list-style-type: none"> · Globalization: Hill, pp. 3-35.
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	<p>Session 2</p>	<p>Lecture II: International Business Environment. International Trade and Foreign Direct Investment</p> <ul style="list-style-type: none"> · FDI theories · Developed countries investing in emerging markets · New economies: BRICs <p>To read before class:</p> <p>The Economist (2019) "The steam has gone out of globalisation"</p> <p>In class:</p> <ul style="list-style-type: none"> · The cases of Brazil, Russia, India and China (BRICs) <p>Relevant book chapters:</p> <ul style="list-style-type: none"> • International Trade: Hill, pp. 160-194. • Foreign Direct Investment: Hill, pp. 224-253.
<p>Week 2</p>	<p>Session 3</p>	<p>Lecture III: The role of international multilateral institutions and trade agreements.</p> <p>Regional Economic Integrations and International Multilateral Institutions</p> <p>In class:</p> <ul style="list-style-type: none"> · Online questionnaire. <p>To read before class:</p> <ul style="list-style-type: none"> · Paul Krugman (2011), Can Europe be saved? <p>In class:</p> <ul style="list-style-type: none"> · The cases of UN, WTO, IMF, World Bank, etc. · The cases of EU, NAFTA, Mercosur, etc. <p>Relevant book chapters:</p> <p>International Institutions & Regional Economic Integration: Hill, pp. 194-253; 254-285.</p>

	<p>Session 4</p>	<p>Lecture IV: Internationalization theories.</p> <ul style="list-style-type: none">· The Uppsala Internationalization Model· The Transaction Cost Analysis (TCA) Model· Internationalization of SMEs· Internationalization of services· Internationalization motives <p>Managing Cultural diversity I:</p> <p>CAGE model Guidelines for group presentations</p> <p>In class:</p> <ul style="list-style-type: none">· Example of Case presentation. <p>Relevant Book Chapters:</p> <ul style="list-style-type: none">· International Trade: Hill, pp. 160-194.· Trade risks and assessments: Grath, pp. 9-26.
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<p>Week 3</p>	<p>Session 5</p>	<p>Lecture V: Trading strategies and methods.</p> <ul style="list-style-type: none">· Export and Import Process· International Regulatory Framework <p>In class:</p> <ul style="list-style-type: none">· Online questionnaire. <p>International Management Structures</p> <ul style="list-style-type: none">· Management Styles· Functional - Divisional - Matrix Organisations Styles <p>In class:</p> <ul style="list-style-type: none">· Group presentation. <p>Note: All students will have to answer questions related to each presentation (check the appropriate doc. with instructions).</p> <p>Relevant book Chapters:</p> <ul style="list-style-type: none">· Trade risks and assessments: Grath, pp. 9-26. <p>Additional bibliography: Robert C. Feenstra. Advanced International Trade: Theory and Evidence. Princeton University Press, 2004.</p>
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	<p>Session 6</p>	<p>Lecture VI: Differences in National and Organizational Cultures II</p> <ul style="list-style-type: none">· Cross Cultural Business Communications· The case of BRICs· Business environment <p>In class:</p> <ul style="list-style-type: none">· Practical examples from different business environments · Group presentation. Note: All students will have to answer questions related to each presentation (check the appropriate doc. with instructions). <p>Relevant book chapters:</p> <ul style="list-style-type: none">· Differences in Culture: Hill, pp. 90-127.
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<p>Week 4</p>	<p>Session 7</p>	<p>Lecture VII: Differences in National and Organizational Cultures III</p> <ul style="list-style-type: none"> · Business Cultural Barriers: Geographical - Religion - Politics · Business Etiquette and negotiation techniques <p>In class:</p> <ul style="list-style-type: none"> · Online questionnaire. <p>In class:</p> <ul style="list-style-type: none"> · Group presentation. Note: All students will have to answer questions related to each presentation (check the appropriate doc. with instructions). <p>Relevant Book Chapters:</p> <ul style="list-style-type: none"> · Culture: Hill, pp. 90-127. · Ethics, CSR and Sustainability: Hill, 128-159.
	<p>Session 8</p>	<p>Lecture VIII: Student Presentations - Exam.</p> <p>In class:</p> <ul style="list-style-type: none"> · Mid-term Exam. <p>Exam to evaluate the knowledge from sessions 1 to 8 (Syllabus content for Block 1)</p> <p>After class:</p> <ul style="list-style-type: none"> · Online questionnaire.

<p>Week 5</p>	<p>Session 9</p>	<p>Lecture IX: Presentation : Introduction to the course part II. Setting out rules and expectations.</p> <p>Understanding Global Strategy</p> <p>i. Fundamentals of International Strategic Management</p> <p>iii. iv. Strategies, Main Strategic Choices, Value Chain, Tools: PEST, SWOT, Porter 5 Forces, CAGE</p> <p>vi.</p> <p>To do before class:</p> <ul style="list-style-type: none"> · Read the related articles uploaded to Moodle <p>Suggested readings.</p> <ul style="list-style-type: none"> • • Porter - The Competitive Advantage of Nations. • • • C.K. Prahalad and Gary Hamel - The Core Competence • <p>of the Corporation.</p> <ul style="list-style-type: none"> • • Distance Still Matters, The Hard Reality of Global Expansion by Pankaj Ghemawat. • <p>In class:</p> <ul style="list-style-type: none"> · Practical examples from different business environments <p>Relevant books:</p>
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		<ul style="list-style-type: none">•• Hill, C.W.L. <i>International Business: Competing in the Global Marketplace</i>. 10th ed. New York: McGraw-Hill, 2014.••• Strategic Management. A Competitive Advantage Approach, Concepts and Cases by Fred R. David, Forest R. David. 16th ed. 2017.••• Principles of Marketing by Philip T. Kotler, Gary Armstrong. 17th ed. 2018.•
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	<p>Session 10</p>	<p>Lecture X: The International Market Selection Process:</p> <p>International market selection: SMEs versus LSEs Building a model for international market selection Market expansion strategies The global product/market portfolio</p> <p>To do before class:</p> <ul style="list-style-type: none">· Read the related articles uploaded to Moodle· Prepare the following case study: <p><i>Philips Lighting: Screening markets in the Middle East</i></p> <p>Note: case study group presentation. Plus, all groups must answer and deliver the questions related to the case study (check the appropriate doc @aula with instructions).</p> <p>In class:</p> <ul style="list-style-type: none">· Practical examples from different business environments <p>Relevant books:</p> <ul style="list-style-type: none">•• Hill, C.W.L. <i>International Business: Competing in the Global Marketplace</i>. 10th ed. New York: McGraw-Hill, 2014.••• Hollensen Svend. <i>Global Marketing: A decision-oriented approach</i>: Financial Times Prentice 5th Ed. 2010.•
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<p>Week 6</p>	<p>Session 11</p>	<p>Lecture XI: Managing Strategic Alliances. Managing International Assets and Risk. Strategic Alliances Agents Franchising/Licensing Manufacturing Contract Joint Ventures</p> <p>In class:</p> <ul style="list-style-type: none">· Online questionnaire. <p>To do before class:</p> <ul style="list-style-type: none">· Read the related articles uploaded to Moodle <ul style="list-style-type: none">•• Hill, C.W.L. <i>International Business: Competing in the Global Marketplace</i>. 10th ed. New York: McGraw-Hill, 2014. p486-537•
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	<p>Session 12</p>	<p>Lecture XII: Corporate Strategy, The Transnational Solution Part 1</p> <ul style="list-style-type: none">-Multidomestic strategy-International strategy-Global strategy-Transnational strategy <p>Case Philips/Matsushita:</p> <p>To do before class:</p> <ul style="list-style-type: none">• Read the related articles uploaded to Moodle <p>In class:</p> <ul style="list-style-type: none">· Practical examples from different business environments <p>Hill, C.W.L. <i>International Business: Competing in the Global Marketplace</i>. 10th ed. New York: McGraw-Hill, 2014. p436-443</p> <p><i>Transnational Management Text and Cases in Cross-Border Management</i> CHRISTOPHER A. BARTLETT, PAUL W. BEAMISH 8th edition.</p>
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<p>Week 7</p>	<p>Session 13</p>	<p>Lecture XIII: Lecture XII: Corporate Strategy, The Transnational Solution Part 2</p> <p>–Administrative Heritage</p> <p>In class:</p> <ul style="list-style-type: none"> · Online questionnaire. <ol style="list-style-type: none"> 1. Making Central Management Flexible: Lessons from Matsushita. 2. Making Local Management Effective: Lessons from Philips. 3. Building Transnational Capabilities: Lessons from Ericsson. <p>To do before class:</p> <ul style="list-style-type: none"> • Read the related articles uploaded to Moodle <p>Bartlett & Ghoshal The Transnational Solution.</p> <p>In class:</p> <ul style="list-style-type: none"> · Practical examples from different business environments <p>Hill, C.W.L. <i>International Business: Competing in the Global Marketplace</i>. 10th ed. New York: McGraw-Hill, 2014. p436-443</p>
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	<p>Session 14</p>	<p>Lecture XIV: Organizational Design and Structure of International Businesses</p> <p>To do before class:</p> <ul style="list-style-type: none">· No written preparation or presentation is required for this case.· Read the related articles uploaded to Moodle <p>In class:</p> <ul style="list-style-type: none">· Analysing the case <p>Hill, C.W.L. <i>International Business: Competing in the Global Marketplace</i>. 10th ed. New York: McGraw-Hill, 2014. Chapter 13</p>
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<p>Week 8</p>	<p>Session 15</p>	<p>Lecture XV: Managing Strategic Alliances</p> <ul style="list-style-type: none"> i. .Making Strategic Alliances and Networks Work iii. iv. .Diversifying, Acquiring and Restructuring vi. vii. .Strategizing with Corporate Social Responsibility ix. <p>To do before class:</p> <p>Reading: Strategy and Society <i>The Link Between Competitive Advantage and Corporate Social Responsibility</i> by Michael E. Porter and Mark R. Kramer</p> <p>In class:</p> <ul style="list-style-type: none"> · Online questionnaire. <p>In class:</p> <ul style="list-style-type: none"> · Analysing the case and discussing the arguments of the reading. <p>Relevant books:</p> <ul style="list-style-type: none"> ·
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Hill, C.W.L. *International Business: Competing in the Global Marketplace*. 10th ed. New York: McGraw-Hill, 2014. 501-513

Reading: Strategy and Society
The Link Between Competitive Advantage and Corporate Social Responsibility by Michael E. Porter and Mark R. Kramer

	<p>Session 16</p>	<p>Lecture XVI: Pricing Decisions in the International Market</p> <ul style="list-style-type: none"> · International pricing strategies · Skimming, market pricing, penetration pricing, price changes · Factors influencing international pricing decisions <p>To do before class:</p> <ul style="list-style-type: none"> · Read the related articles uploaded to Moodle <p>In class:</p> <ul style="list-style-type: none"> · Practical examples from different business environments. <p>Relevant books:</p> <p>Global Marketing by Warren J. Keegan, Mark C. Green. 9th Ed. Pearson 2017.</p>
<p>Week 9</p>	<p>Session 17</p>	<p>Lecture XVII: Value Chain. Distribution Decisions in the International Market.</p> <ul style="list-style-type: none"> · Managing and controlling distribution channels · Value chain · Technical regulations · Strategies <p>To do before class:</p> <ul style="list-style-type: none"> · No written preparation or presentation is required for this case. · Read the related articles uploaded to Moodle <p>In class:</p> <ul style="list-style-type: none"> · Online questionnaire. <p>In class:</p> <ul style="list-style-type: none"> · Case discussion · Practical examples from different business environments <p>Relevant books:</p> <ul style="list-style-type: none"> · Cook, Thomas. <i>Managing Growth and Expansion into Global Markets: Logistics, Transportation, and Distribution</i>. Global Warrior Series. Boca Raton, FL: CRC Press, 2015.

	<p>Session 18</p>	<p>Lecture XVIII: International HR Management. Building an International Workforce.</p> <ul style="list-style-type: none">· Importance of skill-building and global mindset· Recruitment issues· Hiring strategies· Training strategies· Developing managers· Retaining people <p>To do before class:</p> <ul style="list-style-type: none">· No written preparation or presentation is required for this class.· Read the related articles uploaded to Moodle <p>In class:</p> <ul style="list-style-type: none">· Case discussion· Practical examples from different business environments <p>Relevant books:</p> <ul style="list-style-type: none">· Armstrong, M. <i>Armstrong's Handbook of Human Resource Management Practice</i>. London: Kogan Page, 2009.
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<p>Week 10</p>	<p>Session 19</p>	<p>Lecture XIX: Risk in International Transactions & legal Aspects of Representation.</p> <p>Commercial & other risks in international transactions.</p> <p>To do before class:</p> <ul style="list-style-type: none"> · Read the related articles uploaded to Moodle <p>In class:</p> <ul style="list-style-type: none"> · Online questionnaire. <p>In class:</p> <ul style="list-style-type: none"> · Practical examples from different business environments <p>Relevant books:</p> <ul style="list-style-type: none"> · Chow, D.C.K., and T.J. Schoenbaum. <i>International Business Transactions: Problems, Cases, and Materials</i>. New York: Aspen Publishers, 2010. <p>-----</p>
	<p>Session 20</p>	<p>Final Presentations</p> <p>In class:</p> <ul style="list-style-type: none"> · All groups must give their final project PPP and hand in the HARD COPY directly to the lecturer <p>Note: look at the specific guidelines</p>

