

80224 - International Management

Teaching Guide Information

Subject: Elective

Teaching language:

Plenary session: Group 1: English

Group 2: English

Number of credits: 6.0

Term: Second quarter

1. Basic description

Academic center: Escola Superior de Comerç Internacional

Degree / Course: International Business Programme (IBP)

Contact hours: 45

Total number of hours committed: 150

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

Timetable: [SIGMA Schedule](#)

Office hours: Tuesday 9.00 - 10.00 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. Educational and learning process outcomes

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
<p data-bbox="288 1301 608 1335">Instrumental competences</p> <p data-bbox="129 1368 767 1424">G.I.2. Ability to relate concepts and knowledge from different areas.</p> <p data-bbox="129 1431 536 1464">G.I.3. Ability to organise and plan.</p> <p data-bbox="129 1471 767 1527">G.I.5. Ability to take decisions in complex and changing situations.</p> <p data-bbox="129 1534 767 1590">G.I.8. Oral and written competence in communicating in English.</p> <p data-bbox="256 1624 636 1657">General personal competences</p> <p data-bbox="129 1691 767 1780">G.P.1. Ability to adapt and work in and lead international, multicultural, interdisciplinary, competitive, changing and complex groups.</p> <p data-bbox="256 1814 636 1848">Generic systemic competences</p> <p data-bbox="129 1854 480 1888">G.S.4. Entrepreneurial ability.</p> <p data-bbox="129 1895 767 1951">G.S.7. Promotion of and respect for multicultural values: respect, equality, solidarity, commitment.</p> <p data-bbox="129 1957 767 2013">G.S.8. Promotion and respect for gender, environmental and safety at work issues.</p>	<p data-bbox="967 1301 1278 1335">Disciplinary competences</p> <p data-bbox="791 1368 1453 1458">E.D.8. Analyse the organisation of businesses based on economic principles that make it possible to identify the most determining factors in results.</p> <p data-bbox="967 1491 1278 1525">Professional competences</p> <p data-bbox="791 1559 1453 1648">E.P.2. Ability to analyse economic and market indicators when taking decisions within the organisation.</p> <p data-bbox="791 1655 1453 1744">E.P.5. Ability to take strategic business decisions that take into account economic, cultural, social and political determinants specific to each area.</p> <p data-bbox="791 1751 1453 1841">E.P.7. Illustrate the reality of business by using activities such as assignments and lectures or by preparing case studies.</p> <p data-bbox="791 1848 1453 1904">E.P.8. Be able to take functional decisions within an organisation with international activity.</p> <p data-bbox="791 1910 1453 2033">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.</p>

Competences for applicability

G.A.4. Ability to understand and apply the network concept.

Working competences and assessment of learning outcomes.

	G.L1	G.L3	G.L6	G.L8	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
Questionnaires			X			X						X						X
Presntations	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

Assessment element	Weight (%)
Class Participation	10%
Online questionnaires	20%

Presentation I	15%
Presentation II	15%
Exam 1	15%
Exam 2	25%
Participation bonus grade	+ ?10%

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.

In case of divergence between the evaluation criteria established in the Learning Plan and the Teaching Guide, those established in the Learning Plan will prevail.

6. Sustainable Development Goals

SDG 1: NO POVERTY
SDG 2: ZERO HUNGER
SDG 5: GENDER EQUALITY
SDG 8: DECENT WORK AND ECONOMIC GROWTH
SDG 9: INDUSTRY, INNOVATION AND INFRASTRUCTURE
SDG 10: REDUCED INEQUALITIES
SDG 12: RESPONSIBLE CONSUMPTION AND PRODUCTION
SDG 16: PEACE, JUSTICE AND STRONG INSTITUTIONS
SDG 17: PARTNERSHIPS FOR THE GOALS