



CIEE Barcelona, Spain

Course name:	International Management
Course number:	MGMT 3001 BASP (SPAN)
Programs offering course:	Barcelona Business and Culture, Barcelona Economics and Culture, Barcelona Liberal Arts
Language of instruction:	Spanish
U.S. Semester Credits:	3
Contact Hours:	45
Term:	Spring 2020

Course Description

The international management course focuses in the chances and challenges created by globalization. It examines intercultural questions and management questions related to management in an international market.

The course consists of three parts. The first one provides a better comprehension of the international environmental challenges. It emphasizes the analysis of the differences between countries in the political economy and the political risks and of cultural and social heterogeneity. In this part, the course covers the main aspects of international management (legal, political, economic and cultural).

The second part of the course is based on the first part and it analyses global organizations and international strategies. The focus will be in the strategy challenges in enterprises that compete in global economy. The main objective is to develop the comprehension on how to obtain a competitive advantage and to compete with success in the international market. In other words, its objective is to acquire a better understanding of the most fundamental question in International Strategic Management: What is it that determines the success or the failure in enterprises?

Finally, the third part will be about international management operations and it covers different organization questions, such as the amount of staff required for human resources and the motivation of a multicultural working force, global marketing, products design and global services, I + D, and finance and international accounting.

Learning Objectives

To make the student able to analyse and to better understand the chances and challenges enterprises must confront when increasing their activities in an international level and how to deal with international competitors in their own domestic markets. It specially emphasizes the different analytical competences available for the different functions of specialized management to compete in an international level



Course Prerequisites

4 semesters of college-level Spanish (or equivalent). 3 semesters of college-level micro- or macroeconomics, accounting, finance, management, or statistics.

Methods of Instruction

The course will be given using PowerPoint slides, videos, case discussions; group works presentations and a visit to a Spanish enterprise.

Assessment and Final Grade

Grading will be based on the following:

- | | | |
|----|---|-----|
| 1. | Midterm Exam: | 25% |
| 2. | Final Exam: | 25% |
| 3. | Group Term Project:
(25% Report + 5% Presentation) | 30% |
| 4. | Class Participation:
(Cases and other assignments) | 20% |

Course Requirements

Midterm Exam

This exam will consist in one multiple-choice section with between 20 and 25 questions and a short-answer section with between 5 and 7 questions. This exam will cover all the material seen in class up to week 7 and students are expected to have studied the concepts and models explained in class and read on their own according to the professor's instructions.

Final Exam

This exam will consist in one multiple-choice section with between 20 and 25 questions and a short-answer section with between 5 and 7 questions. This exam will cover all the material seen in class between weeks 8 and session 14 and students are expected to have studied the concepts and models explained in class and read on their own according to the professor's instructions.

Case study discussions

Students must participate in the discussions that will take place in class. Throughout the course there will be several case studies. It is extremely important that students prepare and analyse these cases prior to the class debate. There will also be some video documentaries about real enterprises. Students will have to answer the questions asked after the vision of the documentary.

Group term project

There will be a group term project that will be presented during the last week of classes before the final exam. Each group of three or four students will select one American company and product and will work on the development of an international business plan for the product to be introduced into



the Spanish market. There will be partial submittals throughout the semester. Check the weekly schedule.

Visit to a Spanish company

We will visit a Spanish company to learn from their managers what they do in order to achieve the business objectives. The date of the visit will be confirmed during the second or third week of classes. This field trip is **mandatory** and there will be a report assigned after the trip.

CIEE Barcelona Attendance Policy

Students are expected to attend all scheduled class sessions on time and prepared for the day's class activities. CIEE does not distinguish between justified or unjustified absences, whether due to sickness, personal emergency, inevitable transport delay and/or other impediments. You are considered responsible of managing your own absences. Please keep in mind that exams, paper submission dates, presentations and any other course work deadlines cannot be changed.

No academic penalty will be applied if students miss up to 3 class sessions. If students miss up to 5 class sessions, students' final course grade will drop 5 points out of 100 on the CIEE grade scale for each additional absence beyond 3 (for example a 95 will become a 90 if they reach the 4th absence, and an 85 if they reach the 5th absence). **Students will automatically fail the course if they miss more than 20% of total class hours (i.e. if they exceed 5 absences).**

For students who miss up to 20% of the total course hours due to extenuating circumstances, the Academic Director may allow for exceptions to the local attendance policy based on documentation such as proof of bereavement, religious observances, hospitalization etc.

Students arriving more than 10 minutes late to the class will be considered absent for a day

Weekly Schedule

Week 1

- 1.1 Introduction to the course
Group formation and preparation of project proposal

- 1.2 Reading: "Structure and contents of an international business plan" by Jordi Garolera.
The International Business Plan. Approval of term project proposals.

Week 2

- 2.1 Challenges of International Environment I
The International Business Environment. Political and cultural differences.
Reading: Branded by the Past by R. Ettenson and J. Klein. HBR, Nov-Dec 2000.

- 2.2 Challenges of International Environment II
The International Business Environment. Economic and legal differences.
Reading: Inequality and Globalization by D. Moss, A. Harrington and J. Schlefer. HBS,



May 2011. 29 pages.
Submittal of 1st part of group project (Internal analysis).

Week 3

- 3.1 Global Industries. Management of Global Competitive Dynamics I
Diagnosis of the global industry potential.
Reading: The 5 competitive forces that shape strategy by M. Porter. HBR, Jan. 2008.

- 3.2 Global Industries. Management of Global Competitive Dynamics II
The Dynamic Management of World Competition.
Reading: Javidan, M., Dorfman, P., Sully de Luque, M., House, R. J. (2006). In the eye of the beholder: Cross cultural lessons in leadership from Project GLOBE, Academy of Management Perspective, 20(1): 67-90.

Week 4

- 4.1 Global markets and Consumers Analysis I
Conduction market research and defining target markets.
Reading: Market selection and direction - Role of product portfolio planning (HBS 581-107)

- 4.2 Global markets and Consumers Analysis II
Formulating positioning strategies for different consumer preferences and behaviors.
Reading: The CAGE Distance Framework by P. Ghemawat. IESE Business School.
Submittal of 2nd part of group project (analysis macro-environment)

Week 5

- 5.1 Country Selection and Market Entry Decisions. Different methods for entering international markets I
Exports and licensing agreements.
Reading: Chapter 9 in book International Management: Culture, Strategy and Behavior by F. Luthans and J. P. Doh. McGraw -Hill.
Powerpoint slides by Jordi Garolera

- 5.2 Country Selection and Market Entry Decisions. Different methods for entering international markets II
Wholly-owned subsidiaries.
Reading: Chapter 9 in book International Management: Culture, Strategy and Behavior by F. Luthans and J. P. Doh. McGraw -Hill.
Powerpoint slides by Jordi Garolera

Week 6

- 6.1 Strategy and Structure of International Businesses.
To expand the global strategy.
Inactivity of resources and capacities.



Reading: The core competencies of the corporation By G. Hamel and C.K. Prahalad in book Knowledge and Strategy, page 41-59. Elsevier, 1999.

6.2 Case study: Apple Inc. 2010 (HBS 710-467)

Week 7

7.1 Review for Midterm exam.

7.2 Midterm

Week 8

8.1 International businesses structure. Different approaches to the firm's international expansion.
Diversification, Acquisition and Restructuring. Interest Group Theory.
Reading: "International Expansion Through Start-Up or Acquisition: A Learning Perspective" by H. G. Barkema and F. Vermeulen. Academy of Management Journal, 1998.

8.2 Case study: Procter Gamble - Organization 2005 (A) (HBS 707-519)
Submittal of 3rd part of group project (Micro-environment)

Week 9

9.1 Global Production, Outsourcing and Logistics.
Is it better for the international company to produce or outsource the production?
The international supply chains.
Reading: Powerpoint slides by Jordi Garolera

9.2 Case Study: Zara: Fast Fashion (HBS 703 497)

Week 10

10.1 Global Market of Products and Brands.
The international branding and product strategies.
Reading: Market selection and direction - Role of product portfolio planning. HBS 581-107.

10.2 Visit to enterprise (Exact date to be confirmed on second week of classes).

Week 11

11.1 Product Development I
The international product development process.
Reading: PowerPoint slides by Jordi Garolera

11.2 Product Development II
Analysis of the global product portfolio.
Reading: Market selection and direction - Role of product portfolio planning. HBS



581-107.

Submittal of 4th part of group project (Strategies and Marketing mix).

Week 12

- 12.1 Global Services Management.
How to manage services on a global basis.
Reading: Megamarketing by P. Kotler, Harvard Business Review. March/April 1986.
- 12.2 Workshop international business plan
Submittal of complete group project

Week 13

- 13.1 Global Management of Human Resources.
Managing human resources in a global context.
Reading: Chapter 14 in book International Management: Culture, Strategy and Behavior by F. Luthans and J. P. Doh. McGraw -Hill.
- 13.2 Workshop. Preparation of project oral presentation

Week 14

- 14.1 Group project oral presentations.
- 14.2 Review for final exam

Week 15

- 15.1 Final Exam

Course Materials

Readings

- "Branded by the Past" by R. Ettenson and J. Klein. HBR, Nov-Dec 2000.
- "Inequality and Globalization" by D. Moss, A. Harrington and J. Schlefer. HBS, May 2011. 29 pages.
- "The 5 Competitive Forces that Shape Strategy" by M. Porter. HBR, Jan. 2008.
- "In the eye of the beholder: Cross cultural lessons in leadership from Project GLOBE" by Javidan, M., Dorfman, P., Sully de Luque, M., House, R. J. (2006)., Academy of Management Perspective, 20(1): 67-90.
- "Market selection and direction - Role of product portfolio planning" (HBS 581-107)
- "The CAGE Distance Framework" by P. Ghemawat. IESE Business School.
- Chapter 9 in book International Management: Culture, Strategy and Behavior by F. Luthans and J. P. Doh. McGraw -Hill.
- "The Core Competencies of the Corporation" by G. Hamel and C.K. Prahalad in book Knowledge and Strategy, page 41-59. Elsevier, 1999.
- Case study: Apple Inc. 2010 (HBS 710-467)
- "International Expansion Through Start-Up or Acquisition: A Learning Perspective" by H. G. Barkema



and F. Vermeulen. *Academy of Management Journal*, 1998.

Case study: Zara: Fast Fashion (HBS 703 497)

"Market selection and direction - Role of product portfolio planning". HBS 581-107.

Case study: Procter Gamble - Organization 2005 (A) (HBS 707-519)

"Megamarketing" by P. Kotler, *Harvard Business Review*. March/April 1986.

Chapter 14 in book *International Management: Culture, Strategy and Behavior* by F. Luthans and J. P. Doh. McGraw -Hill.