International Management

Academic Year: (2022 / 2023) **Review date: 09-05-2022**

Department assigned to the subject: Business Administration Department

Coordinating teacher: DIAS DOS REIS, SAMIRA

Type: Electives ECTS Credits : 3.0

Year : 1 Semester : 2

REQUIREMENTS (SUBJECTS THAT ARE ASSUMED TO BE KNOWN)

Strategy

OBJECTIVES

This course addresses key issues in developing global strategies and managing in the global environment. Globalization has changed the face of competition in many industries. After taking this course, students will learn how managers formulate and implement their strategies, how managers can effectively analyze the competitive structure of global markets and translate that analysis into winning strategies. This course is designed to help you understand the challenges faced by managers venturing into overseas markets in response to increased global competition. Through a combination of case discussion, presentations, readings and lectures you will develop your ability to pursue managerial action that is responsive to the evolving global business environment, and to the often-conflicting demands of multiple stakeholders such as local and overseas employees, customers, joint venture partners, governments, and non-governmental organizations.

DESCRIPTION OF CONTENTS: PROGRAMME

The course is organized around several themes: First, we explore the circumstances in which the international expansion makes sense, and when it may not be a wise strategy for the firms. Next we explore the organizational challenges encountered by international managers. We discuss how to build competitive advantage in global markets, how to balance the benefits of global integration against the need to respond to local differences, and how to implement innovation in a global network. Then, we explore the role of culture and the issues of cross-cultural management. We examine how international differences in social and legal conditions affect strategic choices, and the importance of non-market strategies to increase performance in global markets. Finally, we explore the complexities involved in managing global operations.

The course is divided into five main topics, which are closely related.

Topic 1: Mapping Globalization & International Management

Topic 2: Timing & Entry Mode

Topic 3: Global corporate social responsibility

Topic 4: Digital firms

Topic 5: Exit & Re-entering Strategies & International Management in the long run

LEARNING ACTIVITIES AND METHODOLOGY

To accomplish our objectives, we use a variety of learning techniques:

1) Class Participation
Heavy emphasis will be placed on participation in class and case discussion. Your active participation will be essential for your own learning and that of the other participants in the class.

2) Group Presentation
At the beginning of the semester you will be asked to form groups to meet and discuss all cases and readings prior to class meetings. The group will have to present one of the case studies.

3) Final Exam
The written exam will be based on the readings and the cases.

ASSESSMENT SYSTEM

Case discussion (40%)

Final exam (60%)

% end-of-term-examination:	60
% of continuous assessment (assigments, laboratory, practicals…):	40

BASIC BIBLIOGRAPHY

- Ghemawat, Pankaj Redefining Global Strategy: Crossing Borders in a World Where Differences Still Matter., Boston, MA: Harvard Business School Press, 2007
- Helen Deresky International Management - Managing Across Borders and Cultures, Prentice Hall, 2013