



LEARNING OBJECTIVES

Course Objectives	PROGRAM LEARNING OUTCOMES (see Appendix)										Evaluation Methods/instruments		
	1.1	1.2	1.3	1.4	1.5	2.1.a	2.1.b	2.2.a	2.2.b	2.3.a		2.3.b	
1 Increase your understanding on when and how venturing overseas may be a wise strategy.		X		X									Class participation, course project and final exam
2 Understand the essential strategic and organizational challenges encountered by global managers	X		X										Class participation, course project and final exam
3 Enhance your ability to apply the concepts to real word situations and present it			X			X	X	X	X				course project

Appendix: PROGRAM LEARNING OUTCOMES

1. BUSINESS KNOWLEDGE AND SKILLS

1.1. Students should gain a thorough understanding of the problems relevant to the different functional areas.

Students should have a complete understanding of the most important Finance, Accounting, Management, Marketing and Operations problems. They should understand the most relevant aspects of the problems as well as the potential solutions to them. Regular course work is designed to meet this objective.

1.2. Students should be able to diagnose potentially complex real-world problems.

For this purpose, they should be able to gather and analyze the relevant data. Regular course work, electives, case studies and the Business plan are designed to meet this objective.

1.3. Students should be able to relate theory and practice.

Students should be prepared to tailor general concepts and solutions to specific organizational settings. Case studies, simulation games and the Business Plan are designed to meet this objective.

1.4. Students should be able to understand the role of ethics and sustainability in business decision making

Students should have a complete understanding of the causes and consequences of ethic behavior and sustainability issues. Students should be able to provide potential solutions to them. Regular course work, electives, case studies and the Business plan are designed to meet this objective.

1.5 Students should be able to understand the role of digitalization in business decision making

Students should have a full understanding of how digitalization affects the business world. They should be able to understand the problems and create potential solutions to them. Regular course work, electives, case studies and the Business plan are designed to meet this objective.

2. ORGANIZATION TEAM AND PERSONAL SKILLS

2.1. Students should be able to explain their diagnosis and the solutions they propose in a clear and convincing way.

(a) Students should be able to effectively communicate verbally in both English and Spanish languages with different types of people, particularly senior managers, teammates, subordinates, clients and suppliers. The team work that is being carried out throughout the year, electives and



the Business Plan are designed to meet this objective.

(b) Students should be able to effectively communicate in writing ideas and arguments in both English and Spanish languages with different types of people, particularly senior managers, teammates, subordinates, clients and suppliers. Case studies, projects and the Business Plan are designed to meet this objective.

2.2. Students should be able to work effectively in teams and to demonstrate their capacity in managing diversity

(a) Students should demonstrate their capacity to listen, manage and influence others and facilitate their development.

(b) Students should demonstrate their capacity to perceive commonalities and differences in other's values, styles and perspectives. To this purpose they will intensively work in teams throughout the program.

2.3. Students should be able to demonstrate their capacity to lead others and their own professional life

(a) Each graduate will use team building and high performance management behaviors to lead a team task that results in effective team performance

(b) Students should be able to assess their own strengths and weaknesses and manage risk in the design of their professional careers

ADVANCING YOUR KNOWLEDGE

The International Management course combines knowledge you obtained from Strategy and Organizational Behavior courses, among others. However, now the focus is on the challenges in the global context. The course starts with the main and most cited articles from Pankaj Ghemawat, who is one of the main references in International Business. The article "Distance still matters" provides an approach to evaluate international expansion by measuring the distances among countries, the CAGE framework. CAGE is a tool to measure the cultural, administrative, geographic and economic distances. The course combines the framework with case studies and classical pieces in the academic literature.

To advance your knowledge on expatriate practices, you should read the paper "Expatriate Practices in German, Japanese, U.K., And U.S. Multinational Companies: A Comparative Survey of Changes". It is a recent paper that brings a survey and compares it with previous surveys to explain the changes in expatriate practices among different countries and over time. If the discussion about expatriates is relatively new for you, you may want to read "Adapting to a boundaryless world: A developmental expatriate model" because this paper brings an overview for all aspects to be considered when discussing expatriates.

The discussion about Global Corporate Social Responsibility has proliferated in the academic journals and business magazines, as The Economist, for example. Most stakeholders have more knowledge about bad practices nowadays. The article "The Power of Activism: Assessing the Impact of NGOs on Global Business" may help you advance your knowledge on this matter. Academic researchers are also offering ways to measure the adoption of CSR practices, as you can see in "The business case for corporate social responsibility: A company-level measurement approach for CSR". All this complexity has made organizations to change their strategies. "Finding your Strategy in the New Landscape" will help you to improve your knowledge on the different strategies organizations are adopting in the developed and emerging markets.

Another important discussion in this course is the difference between global organizations from developed markets and global organizations from emerging



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markets. The paper “The American model of the Multinational Firm and the “New” Multinationals from Emerging Economies” brings a historical overview about the main differences between them. After understanding better their differences, you should read the recent paper “Reverse Innovation, Emerging Markets and Global Strategy” to understand how and why innovation is now coming from emergent to developed countries.



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