Course title: International Management (Spanish)
Course code: MGMT 3001 BASP (SPAN)
Programs offering course: Business and Culture, Economics and Culture, Liberal Arts
Language of instruction: Spanish
U.S. semester credits: 3.00
Contact hours: 45.00
Term: Spring 2021

Course Description
This course examines intercultural 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 analyzes the differences between countries in the economy and the political risks 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 analyzes global organizations and international strategies. The main objective is to develop the comprehension on how to obtain a competitive advantage and to compete with success in the international market. Finally, the third part deals with international management operations and 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.

Learning Objectives
By completing this course, students will:

- Examine an organization’s position in the international external environment and conclude what opportunities and threats the firm is facing.
- Evaluate the determinants of strategic capability – resources, competences and the linkages between them– and conclude which of them are the firm’s strengths and weaknesses in managing the firm at the international level.
- Select, evaluate and rank the country or countries where the company can go to operate and sell its products and services.
- Design the entry method and international business strategies that can provide success for the organization in the selected international markets.
- Assemble a company’s international business plan in which objectives are set and strategies are formulated.

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
1. Midterm Exam 25%
2. Final Exam 25%
3. Group Term Project 30%
4. Class Participation (Cases & Assignments) 20%

TOTAL 100%

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.

Group Term Project

25% Report + 5% Presentation

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.

Class Participation (Cases & Assignments)

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.

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.

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.

N.B. Course schedule is subject to change due to study tours, excursions, or local holidays. Final schedules will be included in the final syllabus provided to students on site.

Weekly Schedule

Week 1

Class: 1.1 Introduction to the Course

Group formation and preparation of project proposal

Class: 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**

**Class: 2.1** Challenges of International Environment I

The International Business Environment. Political and cultural differences.

**Class: 2.2** Challenges of International Environment II

The International Business Environment. Economic and legal differences.
Submittal of 1st part of group project (Internal analysis).

**Week 3**

**Class: 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.

**Class: 3.2** Global Industries. Management of Global Competitive Dynamics II

The Dynamic Management of World Competition.

**Week 4**

**Class: 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)

**Class: 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**

**Class: 5.1** Country Selection and Market Entry Decisions

Different methods for entering international markets I
Exports and licensing agreements.
Powerpoint slides by Jordi Garolera

**Class: 5.2** Country Selection and Market Entry Decisions

Different methods for entering international markets II
Wholly-owned subsidiaries.


Powerpoint slides by Jordi Garolera

**Week 6**

Class: 6.1  Strategy and Structure of International Businesses

To expand the global strategy.

Inactivity of resources and capacities.


Class: 6.2  .

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

**Week 7**

Class: 7.1  Review for Midterm Exam

Class: 7.2  Midterm

**Week 8**

Class: 8.1  International Businesses Structure

Different approaches to the firm's international expansion.

Diversification, Acquisition and Restructuring. Interest Group Theory.


Class: 8.2  .

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

Submittal of 3rd part of group project (Micro-environment)

**Week 9**

Class: 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

Class: 9.2  .

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

**Week 10**

Class: 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.

Class: 10.2  .

Visit to enterprise (Exact date to be confirmed on second week of classes).
Week 11
Class: 11.1 Product Development I

The international product development process.

Reading: PowerPoint slides by Jordi Garolera

Class: 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
Class: 12.1 Global Services Management

How to manage services on a global basis.


Class: 12.2

Workshop international business plan

Submittal of complete group project

Week 13
Class: 13.1 Global Management of Human Resources

Managing human resources in a global context.


Class: 13.2

Workshop. Preparation of project oral presentation.

Week 14
Class: 14.1 Group Project Oral Presentations

Class: 14.2 Review for Final Exam

Week 15
Class: 15.1 Final Exam

Course Materials
Readings


"Inequality and Globalization" by D. Moss, A. Harrington and J. Schlefer. HBS, May 2011. 29 pages.


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

"The CAGE Distance Framework" by P. Ghemawat. IESE Business School.


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


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)
