

**Master Affaires et Management International
(M2 AMI)**

Titre du Cours : **International Management GM2AMI 13**

Course Title:

Lecture hours:

ECTS Credits: 3

➤ **OBJECTIFS PÉDAGOGIQUES DU COURS / LEARNING OBJECTIVES**

- Understand the context and the meaning of global business and how to restructure corporations to win instead of having to suffer from the globalisation process.
- Provide a better understanding of the international environment challenges.
- Analyse global organisational forms and international strategies.
- Develop understanding on how to gain competitive advantage and compete successfully in the international marketplace.
- Consider organisational issues present in international management operations.
- Identify the different tools and analytic competences available to the specialized managerial roles when competing internationally.

➤ **CONTENU DU COURS / DESCRIPTION OF THE COURSE**

The International Management course focuses on opportunities and challenges created by globalization. It examines cross-cultural and management issues related to management in an international marketplace. The aim of this course is to enable students to better 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.

➤ **LISTE DES SUJETS OU RESUME DES SÉANCE/ TOPICS OF EACH SESSION OR SUMMARY OF THE COURSE**

- I. INTERNATIONAL ENVIRONMENT CHALLENGES
 - a. Globalization
 - b. International business environment
 - i. The global trade
 - ii. Foreign direct investment
 - iii. National and regional competitiveness
 - iv. Regional economic integrations
 - v. Global growth generators (emerging economies)
 - vi. The implications of economic inequality
 - vii. Bottom of the pyramid markets
 - c. Differences in national cultures
 - d. National differences in political economy
 - i. Understanding formal state institutions
 - ii. Emphasizing informal institutions
 - iii. Politics and policy making
 - iv. Commodities and natural resources
 - v. The challenges to effective business governance
 - e. The CAGE distance framework
 - f. Companies navigating through international political and business environment
 - i. Ethics in international business
 - ii. Intellectual property rights
 - iii. Managing political risk
- II. THE STRATEGY AND STRUCTURE OF INTERNATIONAL BUSINESS
 - a. Understanding global strategy
 - i. Global value creation - the ADDING value scorecard
 - ii. Strategies for global value creation
 - 1. Adaptation – adjusting to differences
 - 2. Aggregation – overcoming differences
 - 3. Arbitrage – Exploiting differences
 - 4. Playing the differences – The AAA triangle
 - b. Diagnosing industry global potential
 - c. Managing global competitive dynamics
 - d. Leveraging resources and capabilities
 - e. Entering foreign markets
 - f. Making strategic alliances and networks work
 - g. Diversifying, acquiring, and restructuring
 - h. Strategizing with corporate social responsibility
- III. INTERNATIONAL BUSINESS OPERATIONS
 - a. Designing global products and services
 - b. Global production, outsourcing, and logistics
 - c. Global marketing
 - d. Global R&D
 - e. Global human resource management
 - f. Accounting in the international business

➤ **METHODES D'EVALUATION (CONTROLE CONTINU) / EVALUATION AND GRADING**

- Participation, including group work and attendance 30%
- Case study + professional paper / article + topic presentation 30%
- Individual essay: the importance of cross-cultural competencies for managers working in global business (800-1200 words) 10%
- Individual written exam (2 hours). Questions related to course presentations and the reading "Marketing Myopia" 30%

➤ **EQUIPES ET SESSIONS DE TRAVAILLE / WORK TEAMS AND AGENDA**

- **November 21st** **Classroom 1B16**
17-20h
Introduction
- **December 11th** **Classroom 1B16**
17-20h - Team 1
- **December 12th** **Classroom 1B16**
17-20h - Team 2
- **December 13th** **Classroom 1B16**
17-20h - Team 3
- **December 18th** **Classroom 1B16**
16-19h - Team 4
- **December 19th** **Classroom 1B16**
15-18h Team 5
18-20h Exam

➤ **METHODOLOGIE / METHODOLOGY**

In this class, we will take an active learning approach. This approach requires students to prepare for the class EVERY time. In other words, you should do the assigned readings, think about the issues discussed in the assigned readings, and be prepared to contribute to the class discussion.

As instructor, my primary role is to facilitate the learning process. While you will have some formal lectures, the main learning will be achieved through case and article preparations, class discussions, and work on assignments.

The course is composed of a mixture of theory classes, case and article analyses and discussions. The class is offered in English thus all class material will be available in English only.

➤ **CAS D'ETUDES (fournis) / CASE STUDIES (provided)**

Case I: Spain: Can the House Resist the Storm (HBS 709-021)

Case II: The Pharmaceutical Industry and the AIDS Crisis in Developing Countries (HBS 702-010)

Case III: Royal Dutch Shell in Nigeria (A) (HBS 399-126)

Case IV: Tricon Restaurants International: Globalization Re-examined (HBS 700-030)

Case V: Note on the Global Hotel Industry (Ivey 908M28)

Case VI: Global Wine War 2009: New World Versus Old (HBS 910-412)

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

Case VIII: Virgin Mobile USA: Pricing for the First Time (HBS 504-028)

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

Case X: Hitting the Wall: Nike and International Labor Practices (HBS 9-700-047)

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

Case XII: Becton Dickinson - Designing the New Strategic, Operational, and Financial Planning

Case XIII: Colgate Max Fresh: Global Brand Roll-Out (HBS 508-009)

Case XIV: BBC Worldwide: Global Strategy (HBS 507-034)

Case XV: Colgate-Palmolive: Managing International Careers (HBS 394-184)

➤ **REFERENCES BIBLIOGRAPHIQUES (recommandées) / BIBLIOGRAPHY (recommended)**

Hill, C. W. L. International Business: Competing in the Global Marketplace. McGraw-Hill (2011).
ISBN: 978 0071220835

Helen Deresky. International Management: Managing Across Borders and Cultures, Text and Cases. Pearson (2013).
ISBN: 978 0134376042

Fred Luthans & Jonathan P.b Doh. International Management: Cultures, Strategy, and Behavior. McGraw Hill (2014).
ISBN: 978 0077862442