

## INTERNATIONAL MANAGEMENT

**Academic Year: 2019/2020**

**2nd. Semestre**  
February – May 2020

**Instructors: Miguel Athayde Marques, Ph.D.**  
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**Office hours:**

Professor Miguel Athayde Marques will be available on Wednesdays, between 3pm and 4pm, at his office (3<sup>rd</sup>. floor CLSBE) - please book appointment.

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**Course Overview:**

International Management is an introductory course in international business at Undergraduate (“Licenciatura”) level. It shows how different it is to operate and manage across countries and regions compared to managing at a domestic level. It also seeks to offer an understanding of how domestic companies become international, as well as an approach to the logic behind multinational corporate strategies. The course is not modelled solely on the logic of the multinational corporation; it also accommodates issues related to small businesses that need to grow and expand internationally.

International Management is designed specifically to be academically sound as well as practically relevant, and special attention is paid to integrating academic concepts into discussions of real-world issues.



The course takes a particular focus on the motivations and attitudes needed today from international managers to achieving a successful globalization for their companies. Issues such as the nature of international business, skills needed to assess environments and to deploy company's resources, and the formulation of corporate global strategies are covered in length. In addition, the course covers important topics, such as today's global environment and the challenges facing companies originating from small open economies like Portugal. It also discusses what is different in ethics and corporate responsibility when a company operates on an international scale.

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### **Course Content:**

Content that will be addressed includes answers to the following questions:

- Why do firms become international when they start as mere domestic companies?
  - What is the impact of different cultures on business? How can firms and employees manage cultural differences?
  - In what way are corporate ethics and social responsibility different in MNEs vis-à-vis domestic business?
  - What modes of international business do companies engage with? Understanding exports as a first stage of doing business at an international level, and foreign direct investment as a later stage.
  - What are the different strategies that Multinational Enterprises (MNEs) may follow to structure and manage their foreign operations?
  - How to identify major risks and opportunities and how to prioritize them when deciding whether and where to go abroad?
  - MNEs can enter foreign countries through various modes, such as greenfield direct investment, licensing, start-ups, acquisitions, and joint ventures. Which factors determine MNEs' strategic choice from the wide spectrum of entry modes available?
  - What is a global brand? How to position a product in the world market?
  - How to decide where in the world to produce and where to distribute and sell? Understanding global supply chains.
  - What specific needs do expatriate managers have?
  - Do international companies have freedom to set transfer prices and manage their taxes?
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## Course

### Objectives:

International Management aims at introducing the student to the particular character of managing an international company. The course highlights the differences between managing across borders and managing in a single domestic environment. The student will be compelled to think out of his/her cultural mindset and will be challenged to find solutions for problems typically faced by managers who have international responsibilities. For this aim, the course will adopt debates centered on a “Point-Counterpoint” approach and on case-studies derived from real-world situations. After attending this course the students should:

- be able to distinguish what is unique about managing internationally;
- know the main trends in globalization, and understand world trade and investment;
- comprehend the logic of the multinational corporation;
- understand the main issues in functional international management;
- perceive what knowledge and skills must he/she develop to be a successful international executive in the future.

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### Grading:

Students will be assessed on a permanent basis, as the course evolves. In this way, attendance will be required **both in Lectures and in Practice sessions**, and taken as an input to the final grade, together with the student’s level of active participation in the classes.

Each week, in Practice sessions, written class assignments based on debates about a “Point-Counterpoint” topic will be requested. In addition, case-studies will be discussed in Practice sessions.

In the Lectures, there will be occasionally a guest speaker from industry who will discuss his/her experience as an international executive. This will be content subject to evaluation in the Final Test.

The weights for the final grade will be the following:

- Final test - 50%
- Class assignments – 35%
- Student class participation – 15%



### *Class Assignments*

“Point-counterpoint” topics and case-studies are prepared in small groups, prior to each Practice session.

These assignments will be presented as the course evolves. Materials and additional instructions on how to prepare for the assignment will be given at least one week in advance. For specific assignments, groups must submit a report via [www.turnitin.com](http://www.turnitin.com), prior to the Practice session.

### *Student Class Participation*

Students must show up in class prepared for group presentations and individual participation. In each session, a different group will be invited to present the assignment, lead the debate and answer to questions. During the debate, all students are invited to participate with relevant, consistent and synthetic arguments, showing understanding for different points-of-view.

### *Final Test & Exam*

A Final Test will evaluate students’ understanding about the challenges of International Management and their ability to integrate academic concepts with real-world applications. Hence, the best way for a student to be prepared for the Final Test is to attend all Lectures and Practice sessions, read the materials, be an active participant, and take good personal class notes.

The Final Test will cover the entire course.

In order to qualify for the Exam, students must reach a final grade above 8.0 and below 9.5, resulting from the weighted average of the three grading components.

If a student decides to improve final grade, it prevails the grade of the Exam.

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### **Bibliography:**

Recommended textbook (selected chapters):

DANIELS, John D., Lee H. RADEBAUGH and Daniel P. SULLIVAN

“International Business - Environments and Operations”  
Pearson Prentice Hall, New Jersey, NJ  
2019, 16th edition

Class notes, from each student’s responsibility, are considered a fundamental studying material.

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### **Bios**

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#### **Miguel Athayde Marques, Ph.D.**

Doctor (Ph.D.) in Business Administration, The University of Glasgow  
Graduate 5 years in Business Administration, CLSBE, Universidade Católica Portuguesa

#### ***Present Academic***

Vice-Rector of Universidade Católica Portuguesa  
Member of the Board of Trustees of UCP  
Professor of Business at CLSBE-UCP

#### ***Present Business***

Vice-chairman of the Board of GALP ENERGIA, SA  
Member of the Board of BRISA – CR, SA  
Member of the Monitoring Committee of NOVO BANCO, SA

#### ***Past***

Chairman and CEO of the Portuguese Stock Exchange (Euronext Lisbon)  
Member of the Management Committee of NYSE Euronext (the New York Stock Exchange)  
Member of the Managing Board of Euronext, N.V. (Stock Exchanges of Amsterdam, Brussels, Lisbon, and Paris)  
Member of the Executive Board of Caixa Geral de Depósitos  
Member of the Executive Board of Jerónimo Martins  
Chairman and CEO of AICEP  
Visiting Professor at Nova-Lisbon SBE

Lecture appointments in China (CEIBS) and U.K. (The University of Glasgow)  
Teaching in U.S.A., France, Holland, Denmark.

## **David Mota**

Master of Science in Business Administration, CLSBE, Universidade Católica Portuguesa  
Graduate in Business Administration, ISCTE, Lisbon

### ***Present***

General Manager of NuviFruits - Grupo NUVI  
Teaching Assistant of Foundations Management and International Management  
at CLSBE Consultant and Instructor of Entrepreneurship Programs

### ***Past***

Founder and Managing Partner of SkyEye  
Board Management Advisor of Grupo Amorim Turismo  
Junior Consultant at Boston Consulting Group  
Teaching Assistant for Finance and Statistics at CLSBE.

## **Margarida M. Ramalho**

Graduate 5 years in Business Administration, CLSBE, Universidade Católica Portuguesa  
Advanced Executive Programs from IMD Lausanne, Cornell University, and Insead-Nova SBE

### ***Present***

Teaching Assistant at Católica-Lisbon Undergraduate  
Corporate Advisor in strategy, project development and funding. Focus in consortium projects, digital & business model transformation, international expansion, and agro-business.

### ***Past***

Invited Teacher at Católica-Lisbon Executive Education -  
International Management Invited Speaker at Nova SBE  
Undergraduate - Seminário de Gestão Corporate Executive of  
Jerónimo Martins Holding, listed Euronext Lisbon.

Responsibilities:

Strategy & Development Director  
International Expansion Project Leader



Deputy Corporate Secretary  
Client Ombudsman  
Representative at World Business Council for Sustainable Development (WBCSD) and COTEC Business Executive with bottom-line responsibilities as:  
Gestiretalho Private Label Development Director  
Pingo Doce Category Management Director  
Gestiretalho Sourcing Director  
Marketing Manager of Procter & Gamble, responsible for media negotiation and brand launching (Tide, Fairy, Vidal Sassoon, and Neoblanc).

### **Code of conduct and ethics:**

Católica Lisbon School of Business and Economics is a community of individuals with diverse backgrounds and interests who share certain fundamental goals. A crucial element to achieve these goals is the creation and maintenance of an atmosphere contributing to learning and personal growth for everyone in the community. The success of CATÓLICA-LISBON in attaining its goals and in maintaining its reputation of academic excellence depends on the willingness of its members, both collectively and individually, to meet their responsibilities.

Along with all the other members of our community, students are expected to follow professional standards and CATÓLICA-LISBON standards of Academic Integrity. Some details should be mentioned here: Please arrive on time for class with uninterrupted attendance for the duration of the class. Signing attendance sheet for anyone else in the class constitutes fraud and a violation of the CLSBE code of conduct. Use of computers and other electronic devices during the class is not allowed, unless expressly requested by the instructor of the course. Students who persistently act in a disruptive and disrespectful manner during the class session may be invited to leave.

Students are expected to behave at all times according to the fundamental principles of academic integrity, including honesty, trust, fairness, respect, and responsibility. In particular,

- a) In **individual graded assignments** of any type, students may not collaborate with others or use any materials without explicit permission from the instructor of the course;
- b) In **group assignments and reports**, all students listed as authors should have performed a substantial amount of work for that assignment;
- c) It is dishonest to fabricate or falsify data in experiments, surveys, papers, reports or other circumstances; fabricate source material in a bibliography or "works cited" list; or provide false information in other documents in connection with academic efforts;



- d) **Plagiarizing**, i.e. “to steal and pass off the ideas or words of another as one’s own and or to use another’s production without crediting the source” (Merriam-Webster Dictionary) is an Academic Integrity breach. It can be avoided by using proper methods of documentation and acknowledgement. Visit this guide for additional resources on how to avoid plagiarism in your written submissions <http://en.writecheck.com/plagiarism-guide>
- e) In **exams** students must not receive or provide any unauthorized assistance. During an examination, students may use only material and items authorized by the faculty. Use of smartwatches or other communication devices is not permitted during the exam.

Academic integrity breaches will be dealt with in accordance with the school’s code of Academic Integrity:

<https://www.clsbe.lisboa.ucp.pt/system/files/assets/files/academicintegritycode.pdf>.

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Lisbon, December 2019