

MODULES AND SUBJECTS

MÁSTER UNIVERSITARIO EN GESTIÓN EMPRESARIAL
UNIVERSITY MASTER IN MANAGEMENT

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|---------------------|--|-------------|-------------------|-------------|----------|
| MODULE NAME: | INTERNATIONAL BUSINESS (INTERNATIONAL MANAGEMENT) | | | | |
| SEMESTER | 2 | TYPE | SPECIALISM | ECTS | 5 |
| FACULTY | Dr. Josep Coll Dr. Eric Viardot | | | | |

SKILL PROFILE

| BASIC SKILLS | | TRANSVERSAL SKILLS | | GENERAL SKILLS | | SPECIFIC SKILLS | |
|--------------|---|--------------------|---|----------------|---|-----------------|---|
| CB 6 | X | CT 1 | X | CG 1 | | CE 1 | X |
| CB 7 | X | CT 2 | X | CG 2 | X | CE 2 | X |
| CB 8 | | CT 3 | X | CG 3 | X | CE 3 | X |
| CB 9 | X | CT 4 | X | CG 4 | X | CE 4 | |
| CB 10 | X | CT 5 | X | CG 5 | X | CE 5 | X |
| | | CT 6 | X | CG 6 | X | CE 6 | X |
| | | CT 7 | X | CG 7 | X | CE 7 | X |
| | | | | CG 8 | | CE 8 | X |
| | | | | CG 9 | X | CE 9 | X |
| | | | | CG 10 | X | CE 10 | X |
| | | | | | | CE 11 | X |
| | | | | | | CE 12 | X |

OBJECTIVES

Strategies for growth are diverse and related to the company's mission considering aspects such as the characteristics of its products and/or services, the geographical scope of its operations, the logistics of distribution and the relationship with the market, as well as the type of extent of the association with other entities liable to collaborate in the value creation process.

The execution of strategic choices starts with the analysis of a major decision in terms of strategic method: should a company buy another company, establish an strategic alliance or go alone in order to meet its strategic goals? It then considers the relationship between strategy, culture and and structure, and the impact all those elements of the organization, may have on its capacity to execute a new strategy.

LEARNING OBJECTIVES

- Develop a comprehensive understanding of the strategic choices that managers have to face when operating on an international scale, at different stages of the company life-cycle and under different industry situations.
- Identify alternative forms of strategic directions for growth, related to the choices of solutions and markets to pursue as well as the necessary resources to allocate.
- Consider the importance of executing the strategy with a special focus on the importance of the structure and the culture of a company as well as the leadership abilities of the top managers in order to execute successfully the strategic decisions that have been made.
- To foster the qualities of collaboration, networking, group work & decision making that are increasingly demanded in the scenario of the new millennium.
- Can find appropriate answers to new business development process and the perspectives of change and growth.
- Understands, critically evaluates and applies digitization and the internet as disruptive innovations
- Identifies business opportunities arising from the changing landscape and the special nature of information as an economic good
- Identifies different business models to exploit the opportunities afforded by digitization

CONTENTS

- **MANAGING TECHNOLOGY AND INNOVATION**
 - Relationship between technology, industry structure and competition
 - Key factors of success for an innovation
 - Innovation strategy: pioneer or follower
 - The importance of standards
 - Risk management
- **CORPORATE STRATEGY**
 - Defining and managing a Business Units Portfolio
 - The importance of developing the company's capabilities.
 - The challenges of related and unrelated diversification
 - Corporate strategy and EThics

- ACQUISITIONS: HOW TO SUCCEED
 - Challenges after the acquisition
 - How to manage organizations with different cultures, structures, leadership, compensation systems

- STRATEGIC ALLIANCES
 - The search for access to new markets
 - The acceleration of the learning process
 - The improvement of the competitive positioning

- STRATEGY IMPLEMENTATION AND CORPORATE CULTURE
 - Controlling growth strategies
 - How poor implementation can influence performance
 - Effective strategic implementation

METHODOLOGY

Case method is the basic methodology used in this course, complemented with exercises, assignments, and a competitive simulation.

EVALUATION

The final evaluation will be calculated as follows:

1. Class participation: quality, consistency and feedback. (30% min* - 40% max).
2. Specific evaluation tests: exams. (40% min - 50% max)
3. Carrying out work or projects (10% min –30% max)

In the event of a new health emergency that involves confinement, the activities and evaluation weights will not be altered. In case they cannot be done in person, they will be transferred to a virtual environment. Due to the difficulties in correctly evaluating participation in online environments, EADA may reduce the weighting of this component of the evaluation due to the current pandemic circumstances.