



Universitat Autònoma  
de Barcelona

## **NEGOCIOS INTERNACIONALES**

*Número de sesiones: 30*

*Duración de cada sesión: 1,5 h*

*Extensión total del módulo: 45 horas*

### **INTRODUCCION AL CURSO**

El modulo pretende capacitar al estudiante en el conocimiento sobre las funciones del management y los comportamientos necesarios para desarrollar una visión global y habilidades directivas desde una perspectiva estratégica y las actitudes interpersonales.

Revisaremos el entorno en general, la cultura y las operaciones internacionales y recursos humanos.

Los estudiantes desarrollarán sus habilidades de diferentes modos, incluyendo estudio de casos, debates, trabajo en equipo y *role playing*. El professor solicitará diálogo interactivo entre los participantes persiguiendo un alto grado de participación.

### **REQUISITOS**

- Dominio de idioma español y valorable inglés.

### **CONTENIDOS**

#### Parte 1: EL ENTORNO GLOBAL DELMANAGER

1. Evaluando el entorno:
  - Político
  - Económico
  - Legal
  - Tecnológico
2. Gestionando la interdependencia: Responsabilidad Social Corporativa y ética

#### Parte 2: EL CONTEXTO CULTURAL DEL MANAGEMENT GLOBAL



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1. Comprendiendo el rol de la cultura
2. Comunicándonos a través de las culturas
3. Negociación y Toma de decisiones Cross-cultural

### Parte 3. FORMULANDO E IMPLEMENTANDO ESTRATEGIA PARA OPERACIONES INTERNACIONALES Y GLOBALES

1. Formulando estrategia
2. Alianzas globales y estrategia de implementación

### Parte 4: LA GESTIÓN GLOBAL DE LOS RECURSOS HUMANOS

1. Reclutamiento y selección, formación y compensación dentro de las operaciones globales.
2. Desarrollando un equipo global de management
3. Motivación y liderazgo

### Parte 5: El Cuadro de Mando Integral

## EVALUACIÓN

**Examen parcial** (25%): Cuestionario verdadero /falso ( 10 preguntas)

**Evaluación continuada** (25%): incluye la entrega de casos, actividades en clase, asistencia, puntualidad, actitud y participación. Esta metodología de evaluación pone el énfasis en la evaluación continua y el trabajo diario al mismo tiempo que en la actitud e interés mostrado por la asignatura.

**Trabajo en equipo** (25%): Presentación en equipos en Power Point de un Cuadro de Mando Integral aplicado a una empresa de nueva creación.

**Examen final** (25%): A Cuestionario verdadero /falso ( 10 preguntas)



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## BIBLIOGRAFIA

BALL, DONALD A. *Negocios Internacionales : introducción y aspectos esenciales* 5A ED., 1996.

GRIFFIN, RICKY W. *International Business : a managerial perspective*. 5th ed., 2008

PISANI, NICCOLÒ. *Offshoring and the Global Sourcing of Talent : three essays on the frontier of the international management* . Barcelona : IESE, 2008

HILL, CHARLES W. *International Business – Competing in the Global Market Place*. McGraw Hill, 2008

CARTÉ, PENNY. *Bridging the Culture Gap : a practical guide to international business communication* . - 2nd ed. Kogan Page, 2008

DANIELS, JOHN D. *International Business : environments and operations*. 11th ed. Pearson/Prentice Hall, 2008

GHEMAWAT, PANKAJ *Redefining Global Strategy : crossing borders in a world where differences still matter* . Harvard Business School Press, 2007

RAMPERSAD, HUBERT K. *Total Performance Scorecard : redefining management to achieve performance with integrity*. Boston, MA : Butterworth-Heinemann, 2003.

# STRATEGIC BEHAVIOUR IN BUSINESS AND ECONOMICS

*Number of sessions: 30*

*Length of each session: 1,5 h*

*Total length of the module: 45 hours*

## INTRODUCTION TO THE COURSE

This course is designed as a brief introduction to individual decision making. Its main objective is to provide the students with decision theory and game theory tools that can be useful not only in business environments but also in everyday life.

We begin with an experiment including several basic decision problems and games. The second and the third part of the course are the core of the subject where the student actually learns how to solve and analyse decision problems and games. Once the basic theory is learned, we proceed to some critiques and alternative approaches.

## REQUIREMENTS

Basic Knowledge of Micro Economics and Mathematics

## CONTENTS

### 1. Introduction

- 1.1 Problems we solve every day: What are we going to do?
- 1.2 The experiment (Note: Not an exam)

### 2. Individual decision making

- 2.1 Basic concepts: Values, preferences, and utility
- 2.2 Choice under uncertainty: Lotteries and risk aversion
- 2.3 Value of information: Decision trees and backward induction

### 3. Game Theory

#### 3.1. What is a Game?

- 3.1.1 The elements of a Game
- 3.1.2 The Rules of the Game: Example
- 3.1.3 Examples of Game Situations
- 3.1.3 Types of Games

#### 3.2 Solution Concepts

- 3.2.1 Static Games of complete information: Dominant Strategies, Dominated Strategies, and Nash Equilibrium in pure and mixed Strategies
- 3.2.2 Dynamic Games of complete information: Nash Equilibrium, Backward Induction and Subgame Perfection

- 4. The Theories and the Real World
  - 4.1 Applications: Auctions and Negotiation
  - 4.2 What the theory does not reflect? (Back to The experiment)
- 5. Alternative approaches
  - 5.1 Psychology
  - 5.2 Evolution
  - 5.3 Artificial intelligence

## GRADING

**Problem Sets (45%):** Up to four Problem Sets will be distributed during the course, collected one week later, graded, and returned back.

**Strategic Memo (20%):** A Strategic Memo, that will consist of the analysis of one real-world-case using the tools learned in class, will be written in teams (of up to 5 members) and submitted. In-class presentations will take place during the last week of the course. (Length: 2 pages including figures).

**Final Exam (35%):** A Final Exam consisting of questions and exercises on the topics covered in class.

## BIBLIOGRAPHY

Dixit.A.K and B. J. Nalebuff (1991) Thinking Strategically: The Competitive Edge in Business, Politics and Everyday Life. W.W. Norton & Company. New York

Gibbons R. (1992) A primer in game theory. Pearson Higher Education

Roy Gardner (1995) Games for Business and Economics. New York: Wiley

## CROSS-CULTURAL MANAGEMENT

Number of sessions: 30  
Length of each session: 1,5 h  
Total length of the module: 45 hours

### INTRODUCTION TO THE COURSE

In an increasingly global world, managers must be able to handle diversity effectively. The aim of this module is therefore:

- To increase the awareness of the impact of national cultures on business.
- To provide the students with theoretical and practical tools in order to improve their productivity when working and doing business with people from other cultures.
- To make the students more aware of their personal orientations.

### REQUIREMENTS

- Fluent in English

### CONTENTS

Cultural Dimensions analysed in the course:

- Identity: individual o collective
  - Communication: sincere or diplomatic (meaning of "yes")
  - Attitude towards conflicts
  - Decision making process
- Norms: rigid or flexible
  - The business contract
  - The price
- Task orientation ("specific") o people orientation ("diffuse")
  - Communication: "low context" o "high context"
  - Divide between work and private life
  - A "good" business presentation
  - Starting a negotiation
- Initial trust
  - High or low
  - Credibility

- Expression of emotions and its impact on credibility:
  - Communication: expressive or controlled
  - Interruptions: tolerated or avoided
  - Verbal and non verbal communication
  - Silence and humor
- Vision of time:
  - Priority to the schedule or to the personal relationships
  - One task or many tasks at the same time
  - Orientation towards the past, the present or the future
  - Orientation towards short, middle or long term.
- Attitude towards the unknown:
  - Enthusiasm for innovation or preference for stability.
  - Thinking pattern: deductive / dogmatic or inductive / pragmatic
- Power Distribution:
  - Communication: formal or informal
  - Level of centralization
- Preferred attitude: "masculine" or "feminine"
  - Communication: assertive / strong or modest / tender

## GRADING

The course will have 4 evaluation activities.

### 1. Examination: Final exam / closed book (40%)

Duration: 2 hours

Aims: to check the student's knowledge and understanding of the cross-cultural framework presented and his/her ability to use it in workplace / business situations.

### 2. A written Paper: "My Personal Orientation" (20%)

Assessment type: Individual assignment

Aims: to demonstrate their understanding of the cross-cultural framework and to be able to use it to gain a deeper understanding of their preferred way of doing thing (self-awareness) and to propose solutions to adapt to diversity (cross-cultural competence).

### 3. Individual presentations (20%)

Assessment type: Two presentations in the class. A summary of documents (given by the teacher) related to cross-cultural issues.

### 4. Attendance & Participation (20%)

## **BIBLIOGRAPHY**

Geert Hofstede – “Cultural Consequences”

Fons Trompenaars – “Riding the Waves of Culture”

Martin Gannon – “Understanding Global Cultures”

Walker, Walker & Schmitz – “Doing Business Internationally”

E. Hall – “The Hidden Dimension”, “The Silent Language”



# INTERNATIONAL ECONOMICS

*Number of sessions: 30*

*Length of each session: 1,5 h*

*Total length of the module: 45 hours*

## INTRODUCTION TO THE COURSE

International economics is divided into two broad subfields: international trade and international money. International trade focuses on transactions that involve a physical movement of goods - real transactions. On the other hand, international money focuses on financial transactions and refers to the monetary side of the international economy. This course deals with the first aspect of international economics, i.e. the real transactions and focuses on two main aspects of it: international trade theory and evidence and international trade policy.

## REQUIREMENTS

Fluent in English

## CONTENTS

### Part I: International trade theory and evidence

#### 1 World trade: an overview

- 1.1 What is international economics about?
- 1.2 Who trades with whom?
- 1.3 The changing pattern of world trade.

#### 2 Labour productivity and comparative advantage: the Ricardian model

- 2.1 The concept of comparative advantage.
- 2.2 Trade in a world with one productive factor.
- 2.3 Misconceptions about comparative advantage.
- 2.4 Comparative advantage with many goods.
- 2.5 Empirical evidence.

#### 3 Resources, comparative advantage, and income distribution

- 3.1 Model of an economy with two productive factors.
- 3.2 Effects of international trade in economies with two productive factors.
- 3.3 Empirical evidence.

#### 4 The standard trade model

- 4.1 A standard model of a trading economy.
- 4.2 Relative supply and demand.
- 4.3 Effects of economic growth.
- 4.4 Empirical evidence.

#### 5 International factor movements

- 5.1 International mobility of labour.
- 5.2 International mobility of capital.
- 5.3 Empirical evidence.

## **Part II: International trade policy**

### 6 The instruments of trade policy

- 6.1 Tariffs.
- 6.2 Import quotas.
- 6.3 Export subsidies.
- 6.4 Empirical evidence.

### 7 The political economy of trade policy

- 7.1 Arguments in favour of free trade.
- 7.2 Arguments against free trade.
- 7.3 Empirical evidence.

## **GRADING**

**Mid-term exam (30%):** to be written in class. The exam will consist on five true or false questions and 5 multiple-choice questions on the material from the lectures and readings (book chapters).

**Homework (20%):** to be done individually. During the course there will be two assignments (no more than 2 pages) about some of the topics discussed in class.

**Final Exam (50%):** to be written in class. The exam will consist on five true or false questions and 5 multiple-choice questions on the material from the lectures and readings (book chapters).

## **BIBLIOGRAPHY**

International Economics: Theory and Policy (7th edition), Paul R. Krugman and Maurice Obstfeld.

## INTERNATIONAL FINANCE

*Number of sessions: 30*

*Length of each session: 1, 5 h*

*Total length of the module: 45 hours*

### INTRODUCTION TO THE COURSE

This course extends the principles of finance to the international context. Topics include exchange rate determination, foreign exchange markets, currency derivatives, risk management, and foreign investments.

### REQUIREMENTS

Fluent in English

### CONTENTS

Introduction to International Finance: Multinational Enterprise and Multinational Financial Management  
The International Monetary System  
The Foreign Exchange Market  
Currency Future Markets  
Currency Options Markets  
Parity Conditions in International Finance  
Currency Forecasting  
Measuring and Managing Transaction Exposure  
Measuring and Managing Economic Exposure  
Swaps and Interest Rate Derivatives  
Offshore Markets  
Cost of Capital for Foreign Investments  
International Investments

### GRADING

**Mid-term exam (30%):** The midterm exam will cover theory and exercises.

**Assignments (40%):** Case studies and exercises done during the classes and at home.

**Final Exam (30%):** The final exam will cover theory, exercises and case studies.

### BIBLIOGRAPHY

Shapiro, A. (2003). "Multinacional Financial Management". John and Wiley Sons, Inc (7ed).

## INTERNACIONAL MARKETING STRATEGIES

*Number of sessions: 30*

*Length of each session: 1,5 h*

*Total length of the module: 45 hours*

### INTRODUCTION TO THE COURSE

Marketing products and services around the world, transcending national and political boundaries, is a fascinating phenomenon. This course focuses on marketing strategy and management within the context of the international markets. It introduces the complex and constantly evolving realities of international marketing. It evaluates cultural differences and aims to enhance student skills in developing and implementing marketing strategies and decision making in the international contexts. It starts with an overview of the environments faced in international markets (i.e., cultures, economic systems, financial markets, governments and legal systems, etc.) and then addresses in some depth the elements of global marketing strategy (product, price, distribution, promotion, etc.) and its implementation.

### REQUIREMENTS

- Fluent in English
- Interest on the international marketing realities

### CONTENTS

#### **1- International Marketing Strategies**

- a. International Marketing Imperative.
- b. Content and principles of the marketing plan in the international context
- c. International Marketing Environments: Economic and cultural
- d. International Marketing Environments: International political and legal

#### **2- Analysis of the International Marketing**

- a. Commercial investigation about purchasing behavior in different markets
- b. Product and services strategies definitions and contents to the international approaches
- c. International price strategies and activities analysis
- d. Distribution channels activities and strategies: international changes and relationship analysis

#### **3- Organization and control**

- a. How communicate and make publicity at international levels
- b. Promotion products and global promotions
- c. International Marketing organisation and control

## GRADING

**Mid-term exam (25 %):** Mid-term exams refer to the first half of the course and it is a stimuli for the continuous evaluation of the student

**Papers (15 %):** Case studies are on the basis of the learning methodology. During course 5 or 6 case studies referring different industry real business situation on the context of the International Marketing, are discussed and student implication is very important to succeed

**Presentation in class (10 %):** Final presentation of the Project developed in small teams is mandatory and allows student to do a real approach of the International Marketing

**Final Exam (50 %):** Final exam allow student to show its capabilities developed by the learning process being assessed during the following up of the course. It encompassed all contents of it.

## BIBLIOGRAPHY

CZINKOTA, M & Ronkainen, I. (2001): International marketing. Prentice Hall

KOTLER, A. Principles of Marketing Prentice Hall

DOOLE, I. & Lowe R. International Marketing Strategy. Thomson

## **STRATEGIC MANAGEMENT OF THE FIRM**

### **Robust Internal and External Analysis for Efficient Decision Making**

*Number of sessions: 30*

*Length of each session: 1,5 h*

*Total length of the module: 45 hours*

#### **OVERVIEW**

The main objective of this course is to equip students with current knowledge and practical skills in strategic management. This is especially important in order to provide up-to-date applied knowledge of fundamental strategic issues, their pitfalls, and how to “read between-the-lines” of strategic management. This will be very useful for your career as a consultant, business analyst, corporate director, etc. We will discuss up-to-date and “hot” topics that companies face today.

The course has the following main learning objectives:

Understand the concept of strategy and the factors that impact on strategic decision making, implementation and evaluation.

Understand the relationship between strategic planning and business performance.

Conduct in-depth organizational, industrial and environmental analysis.

Understand how the differences in the economic, socio-cultural, political and legal environments among countries affect the decision making process and strategic paths.

Develop strategies for domestic and international operations.

Apply the information received during theoretical sessions to current situations involving companies internationally and/or globally active.

#### **REQUIREMENTS**

Fluent in English

#### **CONTENTS**

Classes will be conducted in seminar format promoting student’s participation.

Attendance is not compulsory, but it is crucial to attain a satisfactory grade. It is important to remark that most of the theoretical material is needed to undertake the case studies and the presentations. Fundamental theoretical notions and special issues in strategic management will be discussed in class and applied on case studies. Although there is a theoretical base, the class is mainly case study based.

The outline of the course follows:

1. Course Introduction, Overview of course requirements, Group assignments, etc.
2. The Scope And Challenge of Strategic Management
3. The Cultural Environment of Global Markets
4. Organizational Structure and its Impact on Firm Performance
5. Industry Analysis
6. Internal Analysis
7. Sources of Sustainable Competitive Advantage
8. Matching Strategies According to the Industry and the Firm's characteristics

## GRADING

The final grade of each student is determined considering the following weights:

**20% - Participation:** Participation in class and involvement in class debates during presentations

**35% - Case-study assignments:** Quality and originality, as well as commitment will be considered.

**45% - Final Case:** The Analysis of the European Low-Cost Airline Industry. For this final report quality and originality, and the application of those concepts given in class are valued. For the oral presentation, group dynamics and the quality of the presentation (oral skills and the quality of the support material used) are important.

The objective of the presentations is to engage students deeply in the course material, and to allow them to contribute to class discussion with up-to-date information and analysis. The ideal presentation includes information and data on recent developments regarding the subject matter. In general, the focus of the presentations should be on business aspects of the discussed topics (business models, applications in business-related environments, impacts on industries, etc.). All material that is used for the presentation is analysed critically and tied in to provide for a coherent and interesting story that becomes part of the overall class discussion. Students are encouraged to gather first-hand information, to support the presentation.

Students will also receive a mid-term feedback report including an assessment on the evolution of their learning process and recommendations for improvement.

In the case that the students want to receive specific feedback from the professor, they must ask for an appointment.

## **READINGS AND MATERIALS**

All necessary readings as well as the case-study pack and additional material will be handed to students during the course.

In addition, the following books are complementary readings:

Grant, R. (2004) *Contemporary Strategic Analysis*, 5th Edition, Blackwell Publishing.

Hitt, M., Freeman, R.E., Harrison, J. (2001) *Handbook of Strategic Management*, Blackwell Publishing.



## MANAGING SERVICES

*Number of sessions: 30*

*Length of each session: 1,5 h*

*Total length of the module: 45 hours*

### INTRODUCTION TO THE COURSE

The service business industry has positioned itself like one of the main economic engines of the first world countries (mainly in Europe and the US). Due to this fact, it is really important analyse deeply the drivers that impact in the service business.

This course presents a deep analysis in terms of interrelations which exist between marketing processes, operations, logistics and human resources in the services industry.

The course will analyse many differences in the concept of efficiency, quality, personal touch and other variables between the US, Europe and Asia. The international perspective will evaluate the most important issues to take into account in the services industry in different countries and clusters.

### REQUIREMENTS

Fluent in English

### CONTENTS

- Unit 1: The world of services.
- Unit 2: Fundamentals of Services Marketing Management.
- Unit 3: Buyer Behaviour and Segmentation.
- Unit 4: Service relationships and Brands.
- Unit 5: Service Quality.
- Unit 6: Market Strategies for Service Organizations.
- Unit 7: Internationalising Services.
- Unit 8: Services and E-Services.
- Unit 9: Service Innovation.
- Unit 10: People, Process and Physical Evidence.
- Unit 11: Creating the Service Experience: Price, Promotion and Place.
- Unit 12: Implementation and Control
- Unit 13: Case Studies.
  - Risk has no religion.
  - Low cost, no frills airlines.
  - Starbucks.
  - Benihana of Tokyo

## GRADING

**Mid-term exam: 20%.** The mid term exam evaluates students orally on conceptual knowledge.

**Final exam: 30%.** This exam covers a comprehensive part of the subject. It will cover problem solving related to several case studies.

**Project: 30%.** This is a practical project which is conducted at team-work level. The students will research on a service company oriented and will present the case study and its appropriate strategies in order to improve the actual situation or solve realistic problems.

**Class participation: 20%** It is understood that class participation includes class attendance, appropriate readings, positive and mature attitude towards the subject.

## BIBLIOGRAPHY

Services Marketing Management, A Strategic Perspective. Kasper, Helsdingen, Gagbott. Second Edition, Wiley and Sons. 2006

Servicios y beneficios. ( spanish)Huete, L.Deusto. 2000.

Clienting ( spanish). Huete, L. Deusto, 2003.

## UNDERSTANDING THE EUROPEAN ECONOMY

*Number of sessions: 27*

*Length of each session: 1,5 h*

*Total length of the module: 40 hours*

### INTRODUCTION TO THE COURSE

This course aims to deepen student's knowledge of the institutional functioning of the EU as well as its most important economic policies.

The course will briefly review the history of the EU and its most important economic institutions. Then we will examine both the main differences in the member state's economies and the EU's budget in an effort to understand the ongoing budgetary debate in the Union.

We will also review three important EU policies namely, the agricultural policy with an emphasis on possible future reforms, the EU's regional policy in the light of the increasing competitiveness brought on by each successive step in European integration and the EU's trade policy which includes a discussion of the most important economic accords between the EU and third countries.

We will also consider the implications for the EU of the adoption of the Single Market and the European Monetary Union as well as carefully consider the relationship of the latter with labor markets in Europe.

### REQUIREMENTS

- Fluent in English
- Interest in the European Union and Economics

### CONTENTS

- History of European Integration
- Facts, Laws, Institutions and the Budget of the European Union
- Decision making in the European Union
- Economic Integration. Theory and Practice
- Economic Integration and Growth
- The Common Agricultural Policy
- Location Effects, Economic Geography and Regional Policy
- Trade Policy

- A Single Currency. Some Theory
- The European Monetary Union
- Economic Integration and Labour Markets

## **GRADING**

Mid-term exam:	30%
Final Exam:	70%
TOTAL:	100%

## **BIBLIOGRAPHY**

Baldwin, Richard and Charles Wyplosz (2006). The Economics of European Integration. 2nd edition, McGraw-Hill.

*\* Main text.*

McCormick, John (2008). The European Union. Politics and Policies. 4th edition. Westview Press.

*\* Chapters 2 and 16 speak of EU-US relations in the past and present.*

Neal, Larry (2007). The Economics of Europe and the European Union. Cambridge University Press.

*\*Part II of the book contains 10 chapters which basically provide an overview of the economies of EU member states.*

## **ENTREPRENEURSHIP AND NEW VENTURE CREATION**

### **Understanding the Entrepreneurial Spirit and the Relevance of Designing Effective Business Plans**

Number of sessions: 30

Length of each session: 1,5 h

Total length of the module: 45 hours

#### **OVERVIEW**

The purpose of this course is to explore business creation and growth as a multidimensional phenomenon in both independent and corporate (intrapreneurship) settings. By linking theory and practice the course aims to provide students an entrepreneurial perspective and a hands-on experience in the development of new business ventures.

The course has the following main learning objectives:

- build the skills, framework and knowledge in entrepreneurship and new venture creation in order to acquire the knowledge and spirit for venturing;
- set the context for entrepreneurship and understand the role and importance of the small to medium sized enterprises in the economic and social development of countries and regions;
- gain knowledge on the characteristics of entrepreneurs and the entrepreneurial process;
- understand the importance of the planning process and learn how to develop, write and present an effective business plan for a new venture.

#### **REQUIREMENTS**

All classes are taught in English, so one fundamental requirement is the control of the English Language.

#### **CONTENTS**

The focus of the course is the development of a plan for a new venture. To this end, during the first week, the class will divide into teams of up to 5 persons. Each team member should provide the group with at least one idea for a new business. During the brainstorming session, each team will select one idea it believes would result in the most viable business. The selected idea will be the team's New Venture Proposal for which a comprehensive Business Development Plan will be prepared and presented. Classes will be conducted in seminar format promoting student's participation. Being the aim of the lectures to cover the subjects described in the "Course Outline" section both from a practical and theoretical perspective, the course divides into theoretical lectures and tutorials. These two formats will alternate during the week that is each theoretical lecture will be followed by tutorials. The tutorials represent practical applications of the knowledge acquired in the weekly lectures, through case-studies and/or business idea and plan development.

The outline of the course follows:

1. Intro class:
  - a. The concept of Enterprise: broad and narrow meanings
  - b. Approaches to the study of entrepreneurship
  - c. The role of Entrepreneurship in the economy and society
2. The Entrepreneurial culture
  - a. Influences on entrepreneurship development
  - b. Support for entrepreneurship development
3. Entrepreneurship and the person
  - a. The nature, characteristics and behaviour of the entrepreneur
  - b. Entrepreneurship, creativity and innovation
  - c. Motivation, leadership and team building
4. Getting into business
  - a. Business ideas vs. opportunities
  - b. The nature and sequence of business start-up
  - c. Types of entrepreneurial ventures
5. New venture planning and creation
  - a. Introduction to the business plan: purpose and format, problems associated with the business plan
  - b. Main components of the business plan
6. Market and marketing plan
  - a. The importance of the customer
  - b. Market research for entrepreneurs
  - c. Marketing for the small business
7. Operations and Human Resources
  - a. Operations and production planning
  - b. Human resources planning
8. Financial planning
  - a. Forecasting inputs and outputs
  - b. Components of the financial plan
  - c. Financial tools for small business viability assessment
  - d. Types of funding
9. Strategic management for new ventures
  - a. Pre-start planning and preparation
  - b. Launching the new venture
  - c. Market entry strategies
10. Survival and growth of small businesses
  - a. Barriers to growth in small firms
  - b. The dynamics of management in growing businesses

## GRADING

The final grade of each student is determined considering the following weights:

**20% - Participation:** Participation in class and involvement in class debates during presentations

**35% - Case-study assignments:** Quality and originality, as well as commitment will be considered.

**45% - Final Case:** Final report of the Business Plan and its oral presentation (this grade will be based on the grade given to the group for the business plan). For this final report quality and originality, and the application of those concepts given in class are valued. For the oral presentation, group dynamics and the quality of the presentation (oral skills and the quality of the support material used) are important.

In groups of two to three, students will prepare their presentations, each of approximately 25 minutes and 20 minutes more for discussions. Students will also receive a mid-term feedback report including an assessment on the evolution of their learning process and recommendations for improvement. In the case that the students want to receive specific feedback from the professor, they must ask for an appointment.

## READINGS AND MATERIALS

All necessary readings as well as the case-study pack and additional material will be handed to you during the course.

In addition, the following book is complementary reading:

BARRINGER, R.B., Ireland, D.R. (2008) Entrepreneurship: Successfully Launching New Ventures, 2nd edition. Pearson Education.

## **E-COMMERCE AND ONLINE BUSINESSES**

### **Notions on Information Technology and the Development of Business Strategies in the Internet**

Number of sessions: 30

Length of each session: 1,5 h

Total length of the module: 45 hours

#### **OVERVIEW**

The increasing development of information technologies (IT) has significantly affected both firms and markets. IT is currently changing the world in a more permanent and far-reaching way than any other technology in the history of mankind. A new economy, where knowledge is the most important strategic resource, is forcing firms to review their traditional routines and take advantage of the tools able to create new value. Meanwhile, the tool that is currently having the most significant effect in the business world is the Internet.

The Internet and the World Wide Web are revolutionizing the way people, businesses and governments transact business via electronic commerce (e-Commerce). This process is just beginning but is already having enormous impact on our activities and the way we relate to people and organisations. This course examines the major concepts that enable e-Commerce, including the Internet, security and privacy, software and hardware architectures, policy, legal and economic issues. The objectives of the course are to become familiar with the technologies, strategy and management issues associated with e-Commerce as well as to develop a good understanding of the risks in its use.

The course has the following main learning objectives:

- Analyse the state of the art of e-Commerce and the factors that have provoked its incredible growth worldwide.
- Understand the technical underpinnings of e-Commerce, including steps to build up web presence, web server hardware and software, and web design.
- Understand the legal and fiscal environment of e-Commerce, specially in the Spanish (LSSICE)
- Understand the concepts related to marketing online and publicity in the Internet.
- Understand business models in the Internet and develop business strategies to conduct e-Commerce.

#### **REQUIREMENTS**

- Fluent in English



## CONTENTS

Classes will be conducted in seminar format promoting student's participation. Attendance is not compulsory, but it is crucial to attain a satisfactory grade. It is important to remark that most of the theoretical material is needed to undertake the case studies and the presentations.

Fundamental theoretical notions and special issues in electronic commerce will be discussed in class and applied on case studies. Although there is a theoretical base, the class is mainly case study based.

The presentations: the objective of this assignment is to engage students deeply in the course material, and to allow students to contribute to class discussion with up-to-date information and analysis. The ideal presentation includes information and data on recent developments regarding the subject matter. In general, the focus of the presentations should be on business aspects of the discussed topics (business models, applications in business-related environments, impacts on industries). All material that is used for the presentation is analyzed critically and tied in to provide for a coherent and interesting story that becomes part of the overall class discussion. Students are encouraged to gather first-hand information, e.g., by contacting a representative of the respective e-commerce users, vendor firms, customers, competitors etc., and/or to include hand-on demonstration to support the presentation.

## COURSE OUTLINE

1. Introduction to e-Business and e-Commerce
2. Technical aspects and infrastructure of e-Commerce
3. Selling on the Web
4. Marketing online
5. Legal environment in e-Commerce
6. Fiscal environment in e-Commerce
7. Case studies and presentations

## GRADING

The final grade of each student is determined considering the following weights:

20% - **Participation:** Participation in class and involvement in class debates during presentations

35% - **Case-study assignments:** Quality and originality, as well as commitment will be considered.

45% - **Final Case:** The assignment will be evaluated according to the following criteria: a) Substance and overall effectiveness of presentation: How well has the student mastered the subject matter? Did the presentation go beyond a mere summary of the sources used for research and did it include critical commentary? Was the presentation up-to-date and did it manage to position recent developments with respect to established business methods, research, earlier developments etc.? Ability to answer questions and lead a discussion; b) Clarity: audibility, wording, flow of ideas; c) Persuasiveness and interactivity: credibility, eye contact, fun; d) Use of visual aids: clarity and readability; e) Clear organization of information.

In groups of two to three, students will prepare their presentations, each of approximately 25 minutes and 20 minutes more for discussions. In the case of the final case, each group will choose one topic from a list of topics provided by the instructor. Each presentation will be given at a pre-defined date during the semester.

Students will also receive a mid-term feedback report including an assessment on the evolution of their learning process and recommendations for improvement.

In the case that the students want to receive specific feedback from the professor, they must ask for an appointment.

## **READINGS AND MATERIALS**

All necessary readings as well as the case-study pack and additional material will be handed to you during the course. Also, the case studies and exercises are purchased from Harvard Business School (<http://hbsp.harvard.edu/>) and from the European Case Clearing House ([www.ecch.com](http://www.ecch.com))

In addition, the following book is complementary reading:

Laudon, K.C., Traver, C.G. (2009) E-Commerce. Business, Technology, Society. 5th Edition. Prentice-Hall

## THE POLITICAL ECONOMY OF EUROPEAN INTEGRATION

*Number of sessions: 30*

*Length of each session: 1,5 h*

*Total length of the module: 45 hours*

### INTRODUCTION TO THE COURSE

This course will introduce students to the main issues of economics and politics of European integration by using an economic approach. The course addresses key economic questions that arise from the process of integration.

This course draws on a core textbook, articles from journals and other documents.

Student will be oriented in the most up to date policy discussion about European integration. By the end, students will be able to apply and relate conceptual and theoretical knowledge underpinning the course of the economic and political process of European integration.

### REQUIREMENTS

There are no particular technical requirements for this course. However, student should manage a few basic concepts of microeconomics and macroeconomics. Basic skill in Excel and Word packages is strongly recommended.

### CONTENTS

1. Geography & History of European Union (EU).
2. Institutions and budget: EU laws and legitimacy in EU decision making.
3. Basic macroeconomics tools: open economics, tariffs and import protections.  
Case study: The Common Agricultural Policy (CAP)
4. State aid: competition, mergers and antitrust policies. Case study: Microsoft.
5. Growth effects and factor market integration
6. The effects of integration: labor integration
7. Labor productivity: Europe vs. US
8. European migration flows 1950-2000
9. European imbalances: core-periphery structure. The EU regional policies
10. The spatial distribution of activities across the European Union
11. Regional imbalances and convergence process
12. The effects of integration: capital integration.
13. Monetary integration: history, choice of an exchange regime
14. The European Monetary System.

## **GRADING**

There will be NO final exam. The assessment will be based on:

- 50% Individual course work and presentation
- 40% 3 Problem sets to be handed out
- 10% Participation

Students are required to attend classes and hand out three problem sets. A copy of the slides presented in class can be downloaded from the course website.

In addition, each student will be also required to write a short report on a selected topic (among those discussed in class) and, then, make a short presentation about it.

## **BIBLIOGRAPHY**

Basic textbooks:

Baldwin, R. and Ch. Wyplosz (2006): *Economics of European Integration*, 2nd Edition, Mc Graw Hill.

Artis, M. and F. Nixson (Ed.) (2007): *The Economics of the European Union*, Oxford University Press

## FROM EMPIRE TO NATION: AN ECONOMIC HISTORY OF SPAIN

Number of sessions: 30

Length of each session: 1,5 h

Total length of the module: 45 hours

### INTRODUCTION TO THE COURSE

This course examines the economic history of Spain from Imperial times through the late twentieth century. We will examine the sources of Spanish decline, the creation of an integrated national economy, changes in income distribution, and the evolution of political-economic institutions.

### REQUIREMENTS

Fluent in English

### CONTENT

1. Spain and its Empire in the 18th Century (4 sessions)
  - The economy of the metropolis in the 18th century
  - Economic relations between Spain and its colonies
2. Consequences of the Lost of the Empire (3 sessions)
  - International trade
  - Fiscal policies
3. The Construction of a Nation (4 sessions)
  - Liberal reforms in the 19th century
  - A failed Industrial development?
  - Foreign capital: railways and mining
4. Dictatorship, Republic and Civil War (4 sessions)
  - Industrialisation and diversification between 1900 and 1936
  - The State and the Economy
  - Why did the democratic government loose the war?
5. Franco's Aurtarky: the failure of an interventionist model (4 sessions)
  - The autarkic model
  - Divergence from Europe and misery
6. The Spanish Miracle (4 sessions)
  - Back in the international scene
  - Liberalisation and Growth
7. The Transition to Democracy (4 sessions)
  - International economic crisis
  - Restructuring the economy

8. Spain and European Union (3 sessions)  
Economic Integration and growth

### **GRADING**

30% Essay (word limit: 2000 words)  
70% Exam (2 hour written exam)

### **BIBLIOGRAPHY**

John Huxtable Elliott (2006), *Empires of the Atlantic World: Britain and Spain in America 1492-1830*, Yale University Press.

Mary Farrel (2001), *Spain in the EU: The road to economic convergence*, Palgrave.

John R. Fisher (1997) *The economic aspects of Spanish imperialism in America, 1492-1810*, Liverpool University Press.

Joseph Harrison (1995) *The Spanish Economy: From the Civil War to the European Community*, CUP.

Joseph Harrison and David Corkill (2004) *Spain: a Modern European Economy*, Ashgate.

Sima Lieberman (1995) *Growth and crisis in the Spanish Economy, 1940-1993*, Routledge.

Carlos Marichal (2007) *Bankruptcy of empire: Mexican silver and the wars between Spain, Britain, and France, 1760-1810*, CUP.

David Ringrose (1996) *Spain, Europe, and the "Spanish Miracle," 1700-1900*, CUP.

Keith G. Salmon (1991) *The modern Spanish economy: transformation and integration into Europe*, Pinter.

James Simpson (1995) *Spanish Agriculture: The Long Siesta, 1765-1965*, Cambridge, CUP.

Gabriel Tortella (2000) *The Development of Modern Spain: An Economic History of the 19th and 20th centuries*, Harvard University Press.

## MANAGERIAL SKILLS FOR INTERNATIONAL BUSINESS

*Number of sessions: 30*

*Length of each session: 1,5 h*

*Total length of the module: 45 hours*

### INTRODUCTION TO THE COURSE

The module intends to enable students to know about the basics of management and leadership.

It also intends to develop the participant's managerial skills that are necessary for a successful career.

Students will develop their managerial skills throughout different ways, including business cases, debates, teamwork, role playing, etc. The lecturer will ask for an interactive dialogue within the participants and aim to gain a final high level of participation.

### REQUIREMENTS

Fluent in English

### CONTENTS

1. International Human Resources Management
2. Creativity as a competitive advantage
3. Gurus
4. International Organization Structure
5. Career orientation
7. Compensation and benefits
8. Managing people mobility assignments
9. Managing cultural differences
10. Employees separations
11. Leadership
12. Teamwork and motivation at work
13. Problem solving, decision making and conflict management
14. Time management
15. Emotional intelligence
16. Professional selling skills

### GRADING

**Mid-term exam (25%):** A true or false questionnaire ( 10 questions)

**Work in class (50%):** includes papers, in class activities, attendance, punctuality, attitude and participation. This methodology makes the emphasis in the continuous appraisal and the day-to-day work as well as the attitude shown towards the subject.

**Final Exam (25%):** A true or false questionnaire ( 10 questions)

## **BIBLIOGRAPHY**

DELBRIDGE, RICK. The exceptional manager . New York : Oxford University Press Inc., c2005.

WHITNEY, JOHN O. Power plays : Shakespeare's lessons in leadership and management. London : Macmillan, 2000.

STAHL, JACK. Lessons on Leadership : the 7 Fundamental Management Skills for Leaders at All Levels. New York : Kaplan, 2007

NYE, JOSEPH S. The Powers to lead . Oxford ; New York : Oxford University Press, 2008.

LEFTON, ROBERT E. Leadership through people skills. New York : McGraw-Hill, 2004

CARUSO, DAVID. The emotionally intelligent manager : how to develop and use the four key emotional skills of leadership. San Francisco : Jossey-Bass, c2004.





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## ESTRATEGIAS DE MARKETING INTERNACIONAL

Número de sesiones: 30

Duración de cada sesión: 1,5 h

Duración total del módulo: 45 horas

### INTRODUCCIÓN

El Marketing de productos y servicios es un fenómeno fascinante trascendiendo las fronteras políticas y de los países. Este curso se centra en la estrategia de marketing y gestión en el contexto de los mercados internacionales. Introduce la compleja realidad de la comercialización internacional que está en constante evolución. Evalúa como las diferencias culturales, sociales, económicas, etc. se relacionan con el marketing.

El curso empieza con un panorama de las variables que se abordan en los mercados internacionales (es decir, las culturas, los sistemas económicos, los mercados financieros, los gobiernos y los sistemas jurídicos, etc.) y, a continuación, revisa los elementos de la estrategia de marketing mundial (producto, precio, distribución, promoción, etc.) y su aplicación. Su objetivo es mejorar las competencias del estudiante en el desarrollo y aplicación de estrategias de comercialización y la toma de decisiones en el contexto internacional.

### REQUISITOS

- Dominio del Español
- Interés en las realidades del marketing internacional

### CONTENIDOS

- 1 - Estrategias de Marketing Internacional
  - a. Razones del Marketing Internacional
  - b. Contenido y principios del plan de marketing en el contexto internacional
  - c. Marketing Internacional y su entorno económico y cultural
  - d. Marketing Internacional y su entorno político y jurídico
2. Análisis de la Comercialización Internacional
  - a. Investigación comercial y comportamiento de compra en los distintos mercados
  - b. Estrategias de productos y servicios y en el contexto internacional
  - c. Estrategias y análisis de Precio en el contexto internacional
  - d. Estrategias y actividades de los canales de distribución. Cambios en las relaciones
3. Organización y control
  - a. ¿Cómo comunicar y hacer publicidad a nivel internacional



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- b. Las promociones de productos y servicios en el contexto internacional
- c. Marketing Internacional y la organización de su control

## EVALUACIÓN Y GRADO

Examen de mitad del curso: los exámenes de la primera mitad del curso son un estímulo para la evaluación continua del estudiante.

Casos: Los estudios de casos forman parte de la metodología de aprendizaje. Durante el curso se trabajan 5 o 6 casos diferentes que se refieren a situaciones reales del mundo empresarial o industrial y que reflejan situaciones en el contexto de la comercialización internacional. Estos casos se analizan en profundidad, se debaten en clase y requieren una implicación muy alta del estudiante para tener éxito.

Proyecto: Se trata de la realización de un proyecto final desarrollado en equipos pequeños que permite a los estudiantes a desarrollar su enfoque verdadero en el ámbito del Marketing Internacional.

Examen final: Examen final permite a los estudiantes demostrar sus capacidades adquiridas en el proceso de aprendizaje del curso y abarca todos sus contenidos.

## BIBLIOGRAFÍA

Czinkota, M & Ronkainen, I. (2001): Marketing Internacional. Prentice Hall  
Kotler A. Principios de Marketing Prentice Hall  
Doole I. & R. Lowe Estrategia de Marketing Internacional. Thomson