



Escola Superior de Comércio Internacional



## INTERNATIONAL STRATEGY

SECOND TERM. ACADEMIC COURSE 2010-2011

### SCHEDULES

#### Group 1

Monday, 18.30-19.45

Tuesday, 20.00-21.15

Thursday, 17.00-18.15

#### Group 2

Monday, 20.00-21.15

Wednesday, 20.00-21.15

Thursday, 18.30-19.45

### ***Purpose of the course***

The course aims at familiarizing students with the considerations a management team contemplates when looking at the international context. Free trade agreements and the growing pace of globalization have created new opportunities for companies to expand their activities worldwide. This course is about understanding and meeting the challenges faced by managers and firms competing internationally. It is about how firms can use international strategy to build and sustain competitive advantage in an international context.

The course is structured with a mix of lectures, case studies and students' presentations. Continuous participation from the students is required in all phases of the course. On class participation evaluation will be done according to a careful and systematic assessment of students' participation during the lectures as well as the class discussions. Cases and selected article readings must be prepared prior to class.

### **1. Global Picture: understanding the International Environment challenge**

Historical overview

Political risks

Cultural characteristics

International trade theory

## **2. Global Management and Competitiveness: understanding International Strategies**

Why do companies go global?

Globalization and localization

International strategic alliances and cooperative agreements

Does distance still matter?

## **3. Global Organizational Forms: understanding how to structure your operations**

Toward internationalization

Multinational, global, and international companies

Developing Coordination and Control

The *transnational* corporation

## **4. Global Strategic Decisions**

Cross-border mergers and acquisitions

## **5. Global Challenges**

International marketing

International Human Resources Management

Managing conflicting Stakeholders' pressures

A Sustainable Development perspective

Emerging markets

## ***Bibliography***

Suggested Readings:

Hill, Charles: International business: competing in the global marketplace

Irwin Publisher

Bartlett, Christopher and Ghoshal, Sumantra.: Transnational management: text, cases, and readings in cross-border management.

International Student Ed.

### ***Popular reading books on globalization***

Friedman, Thomas: The world is flat: A brief history of the twenty-first century. Farrar, Straus and Giroux.

Stiglitz, Joseph: Making globalization work. W.W. Norton.

Stiglitz, Joseph : Globalization and its discontents. W.W. Norton.

Porter, Michael: On competition. Harvard Business School Press: Boston.

**Grading Policy**

The course grades will be determined on the following basis:

Class participation\* 25% (15% class participation + 10% groups presentations)

Midterm exam 25%

Final exam 50%

Class participation will be based on individual grading based on participation of each student in class during the whole term. It will be then adjusted with the group presentation. All students start from zero. The class participation marks are not given for free, but they must be gained during the class.

**Grading Policy in September:**

Continuous Evaluation 25%

Final Exam 75%