1. Basic description

**Name of the course:** Doing Business in Europe  
**Academic year:** 2015-2016  
**Term:** 2nd  
**Degree / Course:** International Business Program  
**Code:** 80227  
**Number of credits:** 6  
**Total number of hours committed:** 45 contact hours + 105 hours of additional autonomous work.  
**Teaching language:** English  
**Lecturer:** Eva Toth Szalvai, Ph.D  
**Timetable:**  
Classes: 01.11 - 03.18.2016  
- Mon, PM 13:00-3:15  
- Wed, PM 13:00-3:15  
**Tutorial Hour:** Wed, PM 3:15-4:15  
**Exam period:** 03.29 - 04.07.16

2. Presentation of the course

Our globalizing world gets more integrated and interdependent. As productions and markets are becoming global, businesses cannot escape from the challenges of international business practices. Governments and businesses must keep up with global trends if they wish to remain competitive strategically and structurally. Moreover, political, economical, and social dimensions are challenged by technological advancement and businesses are tied to multiple dimensions of cultural and ethical standards. These factors further increase uncertainty and initiate rapid and unexpected changes in business practices. In order to accommodate these global environment changes and fit in the constantly reorganizing international context, countries tend to form different levels of economic integrations. One of the most advanced economic integration is the European Union.

This course aims to provide a comprehensive and integrated coverage of the European Union (EU) and the Pan-European market. In order to better understand how to conduct business in Europe, the course will start with offering a global view on Europe: its historical background, differences in culture dimensions among European countries, and the evolution towards European integration. It also focuses on the expansion of the EU (history and controversial issues in joining to and/or remaining in the EU), its institutions, monetary systems, legislations and requirements that regulate European businesses activities. After analyzing the economic, socio-cultural, technological, and legal environment in the European Union, in the second section, you will get also get familiar with the national differences among European countries which will aid you to assess the future of the EU.
Overall, this course will help you to understand how to conduct business in the EU and negotiate your way through the multiple challenges of cultures and nations in Europe. Your learning about business in Europe will also increase your hands-on knowledge about constructive communication practices and negotiation techniques used in a cross-cultural context.

### 3. Competences to be achieved in the course

<table>
<thead>
<tr>
<th>General competences</th>
<th>Specific competences</th>
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<tr>
<td><strong>Instrumental competences</strong></td>
<td><strong>Disciplinary competences</strong></td>
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<tr>
<td>G.I.2. Ability to relate concepts and knowledge from different areas.</td>
<td>E.D.3. Understand and recognise the geopolitical, social and cultural dimension of a wide range of economic activities.</td>
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<td></td>
<td>E.D.4. Provide an economic and political perspective of different areas in the world and facilitate a critical comprehension of their current processes.</td>
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<td><strong>General personal competences</strong></td>
<td>E.D.5. Identify the economic, cultural, political, legal, democratic and technological environments that may represent opportunities and threats for the development of business at a worldwide level.</td>
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<tr>
<td>G.P.1. Ability to adapt, lead and work in a group that is multicultural, interdisciplinary, competitive, changing and complex in nature.</td>
<td>E.P.13. Improvement of communication and negotiation skills, both oral and written.</td>
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<tr>
<td><strong>Generic systemic competences</strong></td>
<td>E.P.16. Adapt the communication style to different audiences, understand cultural differences in communication and convey multicultural abilities.</td>
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<tr>
<td>G.S.2. Ability to observe.</td>
<td>E.P.20. Ability to confront and understand the business culture and environment and propose real solutions to specific problems in the organisation.</td>
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<tr>
<td>G.S.7. Promotion of and respect toward multicultural values: respect, equality, solidarity, commitment.</td>
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The above competences interrelate with the basic competences set out in Royal Decree 1393/2007, namely:

a. competence to **comprehend knowledge, on the basis of general secondary education**
b. competence to **apply knowledge** to day-to-day work in international management or marketing, in particular, ability to develop and defend arguments and to solve problems
c. competence to **gather and interpret** relevant **data**, enabling the development of critical judgements on the economic and social reality
d. competence to **communicate and transmit information** (ideas, problems, solutions) to a specialised and non-specialised public
e. competence to **develop learning activities** in a relatively autonomous manner.

In order to establish a correspondence between the basic competences and those developed in the degree, these are grouped according to two criteria. Thus, the competences developed in the subject are structured into those that are seen as a development or specification of basic competences and those that define the professional profile of the graduate, with respect to general and specific competences.

**Basic competence: understanding of knowledge**

I. General competences G.S.2  
II. Specific competences E.D.3, E.P.16

**Basic competence: application of knowledge**

I. General competences G.I.2  
II. Specific competences E.D.5

**Basic competence: gather and interpret data**

I. General competences G.I.1

**Basic competence: communicate and transmit information**

II. Specific competences E.P.13, E.P.16

**Competences that define the professional profile which are not included under basic competences**

In general, these competences combine the following key elements for professionalising students in the area of international business and marketing:

- provide students with the capacity to adapt to dynamic teams and environments
- provide students with the capacity to create their own integral vision of the operation of a business or international marketing project
- provide students with the capacity to take complex decisions and carry out negotiation processes

I. General competences G.P.1, G.S.7  
II. Specific competences E.D.2, E.D.4, E.P.20

**Own competences of the subject**

Capacity for adapting to and to empathise with a business environment operating in Europe.
4. Contents

Understanding of Europe and the European Union: geopolitics, markets and business; Specific elements of economic and business organisations in the EU.

- Macro-analysis:
  o Historical roots of Europe: from feudalism to modern Europe
  o Cultural dimensions of European countries and their effect on business
  o The evolution of the European Union: expansions, institutions and legal background
  o Short overview of Economic integrations
  o The evolution of the European Union: expansions, institutions and legal background

- Doing business with the European Union
  o Being European – Managerial and consumer behavior differences through understand the dimensions of culture: Hofstede (PD, I/C, M/F, UA, LTO) and Hall (4 dimensions)
  o Standardization versa adaptation: Segmenting the Single Market (cultural, social, personal and psychological factors; cultural and language barriers to standardisation)
  o The challenges of the enlarged EU:
    ▪ Central Bank of Europe and the Euro-zone; the “others” (non-Euro countries)
    ▪ differences of North and South
    ▪ East-European specifics

- The Future of Europe and the EU
  o Further expansion (pros and cons) – should the EU split in two?
  o The viability of the Euro
  o Nations of regions?
  o Is it possible to form a political union?

Note: The course in interdisciplinary by nature: it concentrates on theoretical and practical knowledge originated in different social science disciplines such as economics, management, political sciences, international business, cultural anthropology and intercultural communications.

5. Assessment

I accommodate different learning styles in our classes and in the grading system. Thus, you will have several ways and forms of assessment during this course including continuous evaluation and synthesis: you will have tests, comprehensive exams, and group assignments that you will present to the class.

Your Final Grade will be computed by the following elements:

Continuous evaluation: News presentation 5 %
(assignments) 3 tests (3 x 5%) 15 %
Country analysis 20 %
Participation 10 %

.................... 50 %

Synthesis: Final Exam 50 %

.................... 100 %
Individual assignments:

- **Tests** (ongoing, 5% each): You will have 4 tests (appr. biweekly - dates will be advised) during the course that will measure your advancement in the theoretical background of the previously visited topics. The format of the test would be multiple choice quizzes and/or short-answer questions. These tests will give you a chance to evaluate your theoretical understanding of the material. According to school normative, only the result of 3 tests will be included in your final grade - the test with the worst result will be dropped.

- **Participation** (ongoing, 10%): you should attend all your classes (both your lectures and seminars) and participate actively in class discussions and in our previously scheduled debates. After 3 missing classes, your participation grade will be affected.

Group assignments:

- **News presentation** (ongoing on every class, 5 %): Your group will present current news relevant to the weekly topic. In your presentation, you apply theoretical terms and concept to the news. During presentation, you will use PPP or other visual aid that will be posted on Moodle for peer learning. At the end of your presentation, you will conduct a class discussion based on 2-3 questions prepared on the presented subject. You should provide proper citation for the news (source of the news, title, time and place of publication etc.) at the end of your presentation.

- **Country analysis of a chosen industry**: "My country in the EU" (Presentation and Group Paper (20%))
  2-3 students will work together to prepare a country analysis in Europe on a chosen industry.
  Your country analysis will give you an opportunity to obtain knowledge on a country (see provided list) and its relationship to the EU regarding a particular industry your group chooses the industry). You will also have the opportunity to apply theoretical terms and concepts to the practice.
  Moreover, this assignment will further aid your teamwork and presentation skills.

You can choose from the following countries:
- The Netherlands
- Sweden
- UK
- France,
- Germany
- Italy
- Poland
- Portugal

In your paper, you need to concentrate on the practical use of terms and concepts previously visited in classes:

- Macro-analysis of your chosen country: short historical background; political and economical system and data (GDP, Unemployment, Inflation, financial rating) socio-cultural specifics (demography, language, dominant religion, culture diversity -majority/minority)
- Reason to joining to the EU and its role within the EU
- Relation to EU institutions and regulatory systems
- Short presentation of your chosen industry and its current economic challenges within the EU and globally (including possible business challenges when engaging an international business activity within the industry)
- Negotiation suggestions to businesses (based on cultural dimensions and norms, how to negotiate successfully in the sector of your country

Your 20 minute presentation will be part of your grade. Your PowerPoint or Prezi presentation will influence your essay grade: it can improve it or reduce it by one grade. I will look for verbal and non-verbal clues, presentation skills, content, format (outline!), and also length and time. You should try to use your time most efficiently. For further information, please, check the presentation guidelines posted on Moodle.

You will prepare a group essay (7-8 pages) on your finding and will provide a printed copy on the last days of presentations.

Note: all papers should use proper form of resource citations (preferably APA – see examples on Moodle) both for end-references and in-text citations. You are not permitted to cite any Wiki cite!!!!

**General terms during class sessions**

*Respect for Others:*
Respect and tolerance for other people’s points of views is required in our classes. We know that disagreements over different points of view might arise, but it is very important that you handle such disagreements with discretion. Remember: We should embrace diversity of opinions instead of condemn them. I will not tolerate any form of disrespect to anybody in the class.

*Cell phones:*
Unless I indicate otherwise, please, turn OFF your cellphone for the duration of the class.

*Plagiarism:*
Presenting the work of another as your own – whether through direct copying, uncited paraphrasing, or inadequate citation practices – constitute plagiarism. You must cite your sources always (e.g. definition of the terms indicating page number of your book with full citation of your source). If you do not know how to give credit where it is due, you should check library resources.

A paper that is plagiarized in whole or in part will receive a 0, and the paper will be turned over to the course coordinator to determine further action. Please, remember: citing your sources gives more value to your paper. Moreover, while protecting intellectual property rights, plagiarism is grounds for dismissal from the university.

**Final Exam**
In order to be admitted for final examination, you need to get at least an average grade of 4.0 on your continuous assessment (News presentation, 3 Surprise test, Country analysis, and Participation). In case you do not score at least 4.0 on these works, your final grade will be the continuous assessment average grade, and therefore, a “Failed”.

In order to pass the course, you must turn in your final exam. In case you cannot come to the final exam, your final exam grade will be noted as “Missed.” In order to pass the course successfully, the **minimum grade of your final exam is 5.0.** In case you Fail - do not arrive to the minimum grade - your final course grade will be the grade of your final exam.
Conditions of Recovery
Only students who failed the Final Exam (Final exam grade under 5.0) can recover the course grading.

In order to repeat the Final Exam, you will have to achieve at least 4.0 as the weighted grade of your continuous assessment (News presentation, 3 tests, Country analysis, Case-study and Participation).

The Recovery is limited to the Final Exam. You cannot recover the grades of your course assignments (continuous assessment) nor change their weight or grade portion. The Final Grade of recovery will consist of:

| Assignments (works of continuous assessment): | 50 % |
| Recovery Final Exam: | 50 % |

The time and date of your Recovery Final Exam will be determined by ESCI, and will be communicated to all students in a proper time frame.

<table>
<thead>
<tr>
<th>Assessment elements</th>
<th>Time period</th>
<th>Type of assessment</th>
<th>Assessment agent</th>
<th>Type of activity</th>
<th>Assessment</th>
<th>Grouping</th>
<th>Weight (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>News presentations</td>
<td>Starting week 3, in every class</td>
<td>Comp</td>
<td>Opt</td>
<td>Lecturer</td>
<td>Self-assessment</td>
<td>Co-assessment</td>
<td>Continuous</td>
</tr>
<tr>
<td>4 tests (3 counts)</td>
<td>Periodically</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>Conceptual &amp; Cont assessment</td>
<td>x</td>
<td>x</td>
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<tr>
<td>Country analysis and group presentation</td>
<td>End of the term</td>
<td>x</td>
<td>x</td>
<td>Application and Cont assessment</td>
<td>x</td>
<td>x</td>
<td>20</td>
</tr>
<tr>
<td>Participation</td>
<td>Ongoing</td>
<td>x</td>
<td>x</td>
<td>Application &amp; Cont assessment</td>
<td>x</td>
<td>x</td>
<td>10</td>
</tr>
<tr>
<td>Final Exam</td>
<td>During exam week</td>
<td>x</td>
<td>x</td>
<td>Synthesis</td>
<td>x</td>
<td>x</td>
<td>50</td>
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</table>

6. Bibliography and teaching resources

- Basic bibliography
  - Academic papers and articles posted on Moodle
  - Web resources on the EU and its institutions

- Supplementary bibliography & Teaching resources
  - You should rely on academic and newspaper articles in your research.
  - I will post additional articles & YouTube segments on Moodle, and we will also use movies in order to aid your advancement with the course.
  - Moreover, we will have guest-speakers who will talk about their personal experiences with companies from Europe. You will have a chance to ask questions and talk to them.
7. Methodology

You must actively participate in your lecture and seminars. We will have student presentation in any of our classes.

**Lectures combined with seminars:**
You should activate yourself in the lectures dialoguing with your professor and peers. The form of the classes will vary from PPP, YouTube segments, discourses etc. We will also have guest speakers so you are expected to ask questions and comment on the presented topic.
You expected to be active during our classes as we will have different activities such as discussions, questions-and-answers, debates, role-playing, etc.

8. Scheduling activities

1) Allocation of hours between theory and practical lessons (based on the number of credits in the curriculum):

- In 4 ECTS subjects, 2h 15 min. of lecture combined with seminars

2) Scheduling activities under the curriculum, from:

- In the classroom: Lecture classes, Seminars, Face-to-face tutorials, “Regulated” practical classes (lab...)
- Outside the classroom: Group work, Individual work (reports, exercises...), Independent study

<table>
<thead>
<tr>
<th>Week</th>
<th>Activity in the classroom</th>
<th>Activity outside the classroom</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Grouping/type of activity</td>
<td>Grouping/type of activity</td>
</tr>
<tr>
<td>Week 1</td>
<td>Intro to the course. Historical background – creation of nations in Europe Discussion on the relevance and differences of socio-economic data in the Europe</td>
<td>Reed material on Moodle and study the map of Europe</td>
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<tr>
<td>Week 2</td>
<td>News; Free trade &amp; Protectionism; the history of econ development in Europe (from Smith and Ricardo through Elizabeth I and List) including economic advantages (absolute, comparative and competitive) Choose your country</td>
<td>Read Moodle material browse suggested web-sites – including YouTube videos</td>
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<tr>
<td>Week 3</td>
<td>News; The relevance of cultural dimensions in business. Hall’s concept of culture dimensions. Intro to Hofstede; Practicing the concept of culture (cultural relativism, tradition and change in cultures) and its dimensions</td>
<td>Hofstede &amp; Hofstede 1, 2.3 Practices on culture</td>
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<tr>
<td>Week 4</td>
<td>News; Continue with Hofstede’s cultural dimension Exercises on cultural dimensions and their effect on business Managerial differences in the leadership of European MNCs;</td>
<td>Moodle material; Hofstede &amp; Hofstede 4, 5 Start group work on country analysis</td>
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<td>Week 5</td>
<td>News; Forms of economic integration (from custom duty agreements to political unions) The aftermath of WWII – the first European agreements and co-operations Possibly Guest speaker</td>
<td>Read Moodle material Practicing material on Moodle</td>
</tr>
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<td>Week 6</td>
<td>News; Development and stages of the European Union; Issues of integration based on national</td>
<td>Individual research on the roots of the EU</td>
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<td>Week 7</td>
<td>News; European business environment: The EU and its institutions (including the increasing role of the European Parliament); Debate 1: Questions on Greece (member), UK (vote), and new members in the EU</td>
<td>Moodle material; continue to work on Country analysis presentations</td>
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<td>Week 8</td>
<td>News; The Euro and the European Central Bank; non-EU members of EU The future of the Euro The Pan-European market: Difference in Consumer expectations</td>
<td>YouTube and other material on the ECB</td>
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<tr>
<td>Week 9</td>
<td>News; Debate 2: Can we expand the EU? Pros and cons for a political union in Europe</td>
<td>Provided material. Prepare for country presentations</td>
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<tr>
<td>Week 10</td>
<td>Country presentations</td>
<td>Prepare for presentations</td>
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<tr>
<td>Week of final exams</td>
<td>Final Exam (comprehensive)</td>
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9. **About Your Professor**

Dr. Szalvai is a Hungarian-born Spanish citizen. She earned her Ph.D. in International Communication (2008, Bowling Green State University, OH). She also holds a M.Sc. degree in Economics (1981, Corvinus University of Economic Sciences, Budapest, Hungary), and an M.A. degree in Arts Administration (2001, University of Akron, OH).

Professional experience: Before engaging with academia, she obtained over 20 years of professional experience internationally. She worked and lived in several countries (United States, Korea, Spain, and Hungary) and dealt with businesses of different nations around the world. As an entrepreneur (an independent international business consultant), she initiated and managed foreign trade projects in industry and information technology, involving Hungary, Italy, France, the United States, Korea, and China. She also worked in multinational enterprises: as marketing and sales director for an American-Hungarian joint venture in Florida; as HRM consultant at a multinational Swedish consultancy (recruitment, selection, assessment of top executives in Spain, Hungary, Turkey and Germany). She is fluent in several languages (English, Spanish, Italian, Catalan, and Hungarian) and is familiar with some other languages (French, Russian, Hindi, Korean, and Chinese).

In academia: Dr. Szalvai taught courses in the USA – as Assistant Professor at Colby-Sawyer College, NH (2008-2012) and as Adjunct professor at Stetson University, FL, and at Bowling Green State University, OH (2005-2008). Currently, she teaches various B.B.A. and M.B.A. courses at various business schools and universities in Barcelona. Her research interest focuses on the effect of globalization, and it includes a multidisciplinary approach to international business, development economics, and cross-cultural management. She regularly attends international academic conferences and has published her research papers internationally.