

Syllabus of Record

Program: CET Barcelona

Course Code / Title: BC/MGMT 321 International Management

Contact Hours: 45

Recommended Credits: 3

Primary Discipline / Suggested Cross Listings: Management / Business, International Business

Language of Instruction: English

Prerequisites / Requirements: Prior coursework in Economics or Business recommended

Description

This course explores how companies operate in an interconnected global economy, the challenges managers face, and the ways in which they can adapt their business strategies and operations to thrive in global environments. Barcelona and the wider region of Catalonia is a successful international business hub, home to major local and international companies, innovative startups and important financial institutions. The business climate is based on a unique blend of Spanish, Catalan, European, Mediterranean, and global business cultures, making it an ideal environment to study international management. Students will examine the role of trade policies, international expansion strategies, global financial markets, cross-cultural leadership, and sustainable and ethical approaches while gaining practical insights into international management through a combination of classroom learning, case studies, and field visits. By the end of the course, students will gain a comprehensive understanding of international management strategies while experiencing the dynamic business culture of Barcelona and Catalonia.

Objectives

Through their participation in this course, students will:

- Identify and describe key concepts of international management and business strategy.
- Analyze how businesses expand and compete in international markets.
- Assess the impact of national cultures on management styles and decision-making processes.
- Evaluate different funding sources and international capital markets.
- Develop cross-cultural leadership skills essential for managing diverse teams.
- Apply theoretical knowledge to real-world business scenarios in the global and local Barcelona and Catalonia context.

Requirements

Active participation is essential in this course. Students are expected to attend each class and field study course component, as outlined in the CET Attendance Policy. Students are expected to read all assigned materials before the relevant class session and come prepared to participate thoughtfully in class discussions. Reading assignments are generally 20-30 pages per class session. All assignments must be submitted via Canvas unless otherwise noted.

Graded Assignments include:

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- **Participation:** Students are expected to actively contribute to all class sessions and group activities.
- **Group presentation:** Small groups (4-5 students) engage in a case study analysis of an international business operating in Catalonia. 15 minutes, with 5 minutes for questions.
- **Mid-term exam:** Written assessment (multiple choice questions) covering course concepts.
- **Personal report:** A two-page reflection essay analyzing a personal cross-cultural experience in Barcelona.
- **Final exam:** Short essay-type questions that encourage synthesis of the new theoretical knowledge learned through the course and application in the context of Barcelona and Catalonia.

Grading

The final grade is determined as follows:

- Participation (*see rubric below*) 15%
- Group presentation 20%
- Mid-term exam 25%
- Personal report 10%
- Final exam 30%

Class Participation Grading Rubric

	A – 90-100% Exemplary	B – 80-89% Proficient	C – 70-79% Developing	D – 60-69% Unacceptable	F – 0-59% Missing
Frequency of class participation	Actively contributes 2+ times per meeting	Actively contributes at least 1 time per meeting	Actively contributes at least half of the time during term	Actively contributes less than half of the time during term	Does not contribute
Quality of class participation*	Contribution is always thoughtful,	Contribution is mostly thoughtful, accurate, and	Contribution is somewhat thoughtful, accurate, and	Contribution is rarely thoughtful, accurate, and	Does not contribute or

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	accurate, and constructive, frequently interacting with peers	constructive, usually interacting with peers	constructive, sometimes interacting with peers	constructive, rarely interacting with peers	interact with peers
Level of class preparation	Always fully prepared and on task	Mostly prepared and on task	Somewhat prepared and on task	Rarely prepared and on task	Consistently unprepared and not on task

Readings / Resources

Textbook:

Deresky, Helen and Miller Stewart R. *International Management: Managing Across Borders and Cultures: Text and Cases*. Global Edition, 10th ed. Pearson, 2022.

Additional Sources:

Further reading material will be provided throughout the course, such as:

- Articles from The Financial Times, The Economist, Harvard Business Review etc.
- Articles from the local media
- Case studies

Burgen, Stephen. "Founders' Warm Welcome in Barcelona." *Financial Times*. (2024). Retrieved from <https://www.ft.com/content/354f8659-fe96-4872-a395-d80d515b033e>

Jackson, Joshua Conrad. "A Model for Expanding Your Business into Foreign Markets." *Harvard Business Review*. (2024). Retrieved from <https://hbr.org/2024/05/a-model-for-expanding-your-business-into-foreign-markets>

"The Economist Chooses Spain as the Best Economy in the World for 2024." *La Vanguardia*. (2024). Retrieved from <https://www.lavanguardia.com/mediterranean/20241211/10191210/economist-chooses-spain-best-economy-world-2024-tourism-ranking-gdp-market-inflation-unemployment.html>

"Which Economy Did Best in 2024?" *The Economist*. (2024). Retrieved from <https://www.economist.com/finance-and-economics/2024/12/10/which-economy-did-best-in-2024>

Content

Topic 1 - Introduction to International Management in Barcelona and Catalonia

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- Overview of Catalonia's role in global business
- Key industries in Catalonia and their international impact
- Business environment and investment opportunities in Barcelona
- *Guest lecture:* The Case of Vueling Airline

Topic 2 - The Role of Government and Trade Policies

- Economic integration within the European Union.
- Spain's trade policies and their impact on businesses
- Trade relationships between Catalonia, the EU, and global markets
- *Case Study:* The effects of Brexit on Catalan exports of Cava (Freixenet and Codorníu)
- *Field study:* Excursion to Caves Codorniu, the oldest winery in Spain in Sant Sadurni d'Anoia (Barcelona), <https://www.codorniu.com/en/the-house-of-cava>

Topic 3 - International Financial Systems and Currencies

- Overview of international financial markets
- The role of exchange rates and currency fluctuations
- Barcelona's financial sector and investment landscape
- *Case Study:* CaixaBank

Topic 4 – International Approaches to Ethical and Sustainable Business Practices

- Corporate social responsibility (CSR) in international business
- Ethical considerations in managing global businesses
- Sustainable business models in Barcelona
- *Guest lecture:* Circular economy initiatives in Catalonia

Topic 5 - Globalization: Strategies for International Expansion

- International expansion strategies for multinational firms
- Market entry modes: joint ventures, franchising, and direct investment
- Challenges and opportunities in global expansion
- *Case Study:* SEAT's internationalization strategy

Topic 6 - The Cultural Context of Global Management

- Understanding the role of culture
- Cultural framework of Hofstede, Trompenaars model of national culture differences
- Kluckholm & Strodtbeck values orientation theory
- *Guest lecture:* Barcelona's rise as a European startup hub, the Case of Glovo

Topic 7 - The Cultural Context: Cross-Cultural Management in Barcelona

- The GLOBE Project and its relevance to business
- The Culture Factor Group

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- Managing diverse teams in Barcelona's business environment
- *Case Study:* How Desigual operates across different cultures

Topic 8 - International Business Negotiation and Communication

- Effective negotiation strategies in multicultural settings
- Business etiquette in Spain vs. international practices
- Role of language and non-verbal communication in global business
- *Case Study:* America's Cup 2024 in Barcelona
- *Field study:* America's Cup Experience Exhibition in Barcelona's Port Vell, followed by light lunch at the Exhibition Space's Vraba Restaurant, <https://www.americascupexperience.com/en/plan-your-visit/>

Topic 9 – International Organizational Structure and Control Systems

- Centralized vs. decentralized management in global companies
- Managing subsidiaries in international business
- Decision-making structures in multinational corporations
- *Guest lecture:* How Mango maintains its global presence

Topic 10 - Future Trends in International Management

- Emerging trends in global business and their impact on Barcelona
- The future of remote work and global virtual teams
- Implications of European data regulations (GDPR) on multinational companies
- *Guest lecture:* How Mabrian leads the way in AI-Driven Tourism Intelligence

* *Syllabus is subject to minor changes in term-specific syllabus at instructor discretion.*