

International Management

1. Introduction

International Management is a 12-session course that focuses on the international dimension of management.

The reality of international business permeates every aspect of a firm's activities, from market search to value chain deployment or to the global development of strategic capabilities. We will discover through the course how these challenges affect the different management levels within the firm. A general management perspective does not only affect the CEO: the more complex a firm is, the larger the needed deployment of executives with a general management view of their responsibilities and of their integration into the overall organization. An international firm is filled with general managers that must integrate their view into the overarching firm's strategy.

2. Learning Objectives

The primary aim is to encourage students to develop a deeper understanding of the challenges of international management: The learning objectives are the following:

1. To appreciate the impact of the varying degrees of differences between countries on the strategic behavior of firms. Such differences concern factors such as culture, legislation and regulation, geographic distance and the prices of goods and inputs in different countries and trading blocs.
2. To understand which are the *real* sources of value creation that may justify a firm's decision to expand the geographic scope of their operations.
3. To discern under which conditions a company may benefit from developing its activities in a homogeneous way across geographies or, on the contrary, when it should adapt its activities to the singularities of different regional or national business contexts.
4. To understand in which ways firms may take advantage of the differences between countries, such as differences in the cost of raw materials or the quality of labor, to formulate a superior strategy leading to long-lasting competitive advantages.
5. To learn how the international strategy chosen by the firm affects its choices of organizational structure and management processes, as well as how to "tune" the informal organization in ways that favor coordination across borders.

6. Ultimately, to learn how to manage yourselves effectively within the usually intricate organizational context of international organizations.

3. Content

SESSION 1. A young firm decides to go international

SESSION 2. Creating a new subsidiary led by a local country manager

SESSION 3. Creating a subsidiary led by an expatriate country manager

SESSION 4. The politics of international management

SESSION 5. Crafting an International Strategy

SESSION 6. Local vs. Regional product strategies

SESSION 7. Managing the value chain across borders. Centralize or decentralize?

SESSION 8. Diversified multinational corporations

SESSIONS 9-10. HQ-Subsidiary negotiations in practice

SESSION 11. International management in practice.

4. Methodology

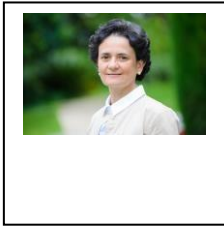
While most of the course will be based on case study discussions, the study of the associated conceptual readings is critical to the successful completion of the course.

Finally, the Virtual Campus is also the delivery vehicle for course content, including optional readings and other supplemental material for the course. Please, check it out regularly.

5. Evaluation

Grading will be based on class participation (41% of marks), an exercise related to the "Growing Plant Care" case (sessions 9-10) (13% of marks), and a final case-based exam (46% of marks). Weights given to the various grade elements are an orientation.

6. Professor's Biography



Prof. Africa Ariño

Professor of Strategic Management

Department Head

Holder of the Joaquim Molins Figueras Chair of Strategic Alliances

Ph.D. in Management, University of California, Los Angeles (UCLA) Master en Economía y Dirección de Empresas, IESE, Universidad de Navarra
Licenciada en Ciencias Económicas y Empresariales, Universidad de Barcelona

Prof. Africa Ariño received her Ph.D. in Management from the University of California, Los Angeles (UCLA). She is Professor and Head of the Strategic Management Department at IESE Business School, University of Navarra (Spain), where she holds the Joaquim Molins Figueras Chair of International Alliances. In the past, she served as Deputy Dean for Faculty, and as Director of the Ph.D. Program. She was elected Fellow of the Strategic Management Society in 2015. Her research focuses on structural design, process issues, and evolutionary aspects of the inter-partner relationship in strategic alliances. Her current research interests relate to internationalization strategies in the African continent. In 2014 she was Visiting Professor for six months at Lagos Business School, Lagos, Nigeria; and Strathmore Business School, Nairobi, Kenya.

Her research has been published in journals such as *Organization Science*, *Strategic Management Journal*, *Journal of International Business Studies*, and *Journal of Management*. Also, she is author of numerous contributions in publications aimed at a managerial audience, such as *California Management Review* or *The Academy of Management Executive*. She is co-author of the book *Entrepreneurial Alliances* (with Jeffrey J. Reuer, and Paul Olk), and co-editor of *Strategic alliances: Governance and contracts* (with Jeffrey J. Reuer) and *Creating value through international strategy* (with P. Ghemawat and J.E. Ricart).

Prof. Ariño has served as Associate Editor of *Academy of Management Discoveries*, *Global Strategy Journal* and *European Management Review*. A current member of the editorial board of *Strategic Management Journal*, in the past she served in the editorial boards of *Journal of International Business Studies*, *Journal of Management*, and *Journal of Management Studies*.

She was elected by membership to serve in the Executive Committee of the Business Policy and Strategy Division of the Academy of Management (2008 – 2010), and in the Board of Directors of the Strategic Management Society (2011 - 2013; 2014 - 2016).

Prof. Ariño was the Chairperson of the 2014 Annual International Conference of the Strategic Management Society, and has organized several specialized conferences related to her research interests.

She has participated in diverse consulting projects concerning issues related to strategic management, and others specific to family-owned companies.