



International Management

Academic Year: **2016/2017**

2nd Semester

Instructor(s): *Rene Bohnsack*

Course Description:

The course is designed specifically to be academically challenging as well as practically relevant, and special attention is paid to integrating academic literature into discussions of real-world issues, focusing on international management decisions related to questions regarding why, where and how to invest, organisational structure and MNE performance. In addition, the course adopts a case study approach to facilitate active engagement with real-world international management scenarios as an integral part of the learning experience.

Course Content:

Content that will be addressed includes:

- *why do firms engage in foreign investment and become MNEs in the first place?*
 - *what are the different strategies that MNEs can follow to structure and manage their portfolio?*
 - *MNEs can enter foreign countries through various modes, such as licensing, greenfield start-ups, acquisitions, and joint ventures. Which factors determine MNEs' strategic choice from the wide spectrum of entry modes available?*
 - *how do MNEs, like people studying or working abroad, cope with the fact that they are often at a disadvantage in foreign countries compared to locals? Are there ways in which they can benefit from their foreign status?*
 - *what is the impact of different cultures? How can firms and employees manage cultural differences?*
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Course Objectives:

Upon completion of this course students have:

- the ability to explain in detail the key international management theories covered during the course;
- the ability to use international management theories to explain how the different dimensions of international strategies create value;
- the ability to apply international management theories to the strategic decisions of MNEs to evaluate their appropriateness and effectiveness;
- the ability to critically reflect on the usefulness of international management theories.
- developed cross-cultural management skills.

Grading:

The final grade consists of:

- Participation (10%)
- Group Assignment (40%)
 - Presentation and case discussion facilitation (20%)
 - Written Assignment (20%)
- Exam (40%)

Bibliography:

The course is academic paper based. Weekly readings and cases will be posted.

Biography:

René Bohnsack

René Bohnsack conducts research in international strategies and business models for smart cities. Before joining CATÓLICA-LISBON René was assistant professor at the University of Amsterdam Business School, he was adjunct faculty at the University of St. Gallen where he taught in the executive programme and he is adjunct faculty in the Global Executive MBA programme at Alliance Manchester Business School. Also, René has founded several companies



and is coordinator, work package leader and consultant respectively in several major European research projects that focus on smart cities. René has published his research in top international journals (Research Policy, Journal of Product Innovation Management, Technological Forecasting & Social Change, etc.), presented his research at numerous national and international conferences and institutions, received the 3rd prize for the best innovation management paper 2013, the Best Paper Award in Sustainable Entrepreneurship in 2016, and won the Science Park New Idea Competition in 2011. He earned his doctorate from the University of Amsterdam and holds an MLitt in International Business from the University of St. Andrews, School of Management, Scotland. Prior to his PhD, René worked as a strategic controller for the GEA Group AG, responsible for business units in Poland and China.

Mário De Morais

Mário De Morais graduated from NOVA SBE in Business and Administration in 2008 and finished his MSc in Business Administration at CLSBE in February 2010 (during his masters he won the 2009 Boston Consulting Group Prize). Mário started his career in 2008 at BAIE, an African Investment Bank as a risk and project analyst. Since then he was a Product Manager at L'Oreal, a Key Account Manager at LG, a Consultant / Business Analyst at McKinsey&Company and a manager for Santander's web portal Universia (which became the largest university community in the world). Mário held the position of Teaching Assistant for the Strategy course at CLSBE since September 2010. Currently, Mário became an entrepreneur opening the first Champagnerie in Lisbon in 2013, creating a Consulting Company (Reach Consulting) in 2014 and in 2016 a Influencer Marketing agency and launched a healthy food concept called Poké in Lisbon.

Contact(s) and Office hours:

Wednesdays from 2pm to 4pm
