International Management

**ECTS** : 6

**Volume horaire** : 36

**Description du contenu de l'enseignement :**

This course provides students with a strong foundation in the principles of international management, focusing on how businesses operate, organize, and perform in a globalized economy. It explores international management through leadership, organizational design, digital transformation, performance management, communication, and well-being in global workplaces. It highlights the importance of purpose driven leadership and innovation-oriented teams, while equipping students with practical tools for managingacross cultures and generations. Through real-world case studies, interactive workshops, and guest lectures, students will develop the skills needed to integrate into international teams, manage across borders, and lead in a rapidly changing global environment. This course aims to:

- Provide a structured understanding of management principles in an international business context;
- Explore how organizations design their structures and strategies for global success;
- Equip students with practical tools and frameworks, such as PESTEL, CAGET, STAR, and Porter's Five Forces, to analyze international business environments;
- Develop students' ability to assess market entry strategies and performance management in multinational settings;
- Introduce leadership approaches, motivation, and psychological safety within global teams;
- Analyze digital transformation trends shaping the future of international management;
- Strengthen students' ability to apply management concepts to real-world scenarios through case studies, group projects, and interactive workshops.

This course is on Moodle. **1 Introduction to International Management and Business Environments** - What is management? Overview of key theories. - Role of a global manager in today's economy. - Defining international business environments - Case Study: How do global companies (ex. Apple, Patagonia) adapt to different markets? **2 Understanding Global Business Environments** - Frameworks for analysis: PESTEL and CAGET. - How global forces shape organizations. - Workshop: Mapping international business trends.. **3 Fundamentals of International Management** - Core management functions and global workforce diversity (generational and cultural differences). - Workshop: Comparing leadership and management across countries. **4 Cross-Cultural Leadership and Emotional Intelligence** - Decision-making, delegation, and emotional intelligence. - Building trust and credibility in global teams. - Guest Speaker: Insights from an international business executive.. **5 Organizational Design for Global Businesses** - Why structure matters in international management. - Introducing the STAR model (Strategy, Structure, Processes, Rewards, People). - Case Study: How Amazon, Google, and Unilever organize their global operations.. **6 Strategic Expansion and Market Entry Strategies** - Applying CAGET, PESTEL, and Porter's Five Forces to market entry. - Case Study: How Starbucks, Tesla, and IKEA expand internationally.. **7 Performance Management in International Teams** - Aligning goals, motivation, and productivity across cultures. - Designing effective performance management systems. - Workshop: Building a purpose-driven performance culture. **8 Psychological Safety and High-Performing Teams** - Why psychological safety matters for innovation and collaboration. - Creating positive and resilient team cultures. - Role-Play Exercise: Managing workplace challenges in multicultural teams. **9 Communication and Conflict Resolution in International Business** - Effective communication across cultures. - Managing remote and hybrid teams. - Case Study: Crisis communication in multinational contexts. **10 Digital Transformation and**

**Compétence à acquérir :**

**By the end of the course, students will be able to:**

- **Apply key management concepts in an international business setting;**
- **Use strategic frameworks such as STAR, CAGET, PESTEL, and Porter's Five Forces;**
- **Recognize how organizational design impacts business success in global markets;**
- **Understand the role of leadership, motivation, and psychological safety in teams;**
- **Improve communication and conflict resolution skills in diverse professional settings;**
- **Prepare for integration into international workplaces, whether at home or abroad.**

**Mode de contrôle des connaissances :**

**To ensure an engaging and interactive learning experience, students will be evaluated through a mix of individual and group assignments, case studies, and participatory activities.**

**o Class Participation & Engagement (15%) Active participation in discussions, group work, and interactive activities is essential. Students are expected to contribute thoughtfully and engage with diverse perspectives.**
**o Individual Assignments & Reflections (25%) Students will work on short written analyses, reflection papers, or short quizzes after key sessions to ensure individual comprehension and critical thinking.**
**o Group Case Studies & Workshops (30%) Students will collaborate on real-world business cases and simulations, applying international management frameworks to practical challenges.**
**o Final Group Project & Presentation (30%) Development of an international management strategy for a selected organization. The project will be presented during the final session, demonstrating analytical depth, creativity, and teamwork.**
**The passing grade for a course is 10/20.**
**Attendance**
**Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.**
**Class Participation**
**Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.**
**Exam Policy**
**Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.**
**Communication and Grading**
**All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contribute to the output produced by that group.**

**Bibliographie, lectures recommandées :**


- **Hill, C.W.L., and Hult, G.T.M. (2021). International Business: Competing in the Global Marketplace;**
- **Peng, M. W., and Meyer, K.E. (2019). Global Business;**
- **Luthans, F. and Doh, J.P. (2018). International Management: Culture, Strategy, and Behavior;**
- **Porter, M.E. and Kramer, M.R. (2011). Creating Shared Value. Harvard Business Review;**
- **Harvard Business Review: 10 Must Reads on Strategy, Managing People, and Business Model Innovation;**
- **Liker, J.K. (2004, updated edition:2021). The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer;**
- **Senge, P. (1990, updated edition:2006). The 5th Discipline: The Art and Practice of The Learning Organization;**
- **Kates, A. and Kesler, G. (2015). Bridging Organization Design and Performance;**
- **Simon Sinek (2009). Start with Why;**
- **Amy Edmondson (2019). The Fearless Organization;**
- **Meyer, E. (2014). The Culture Map: Breaking Through the Invisible Boundaries of Global Business;**
- **Hastings, R. and Meyer, E. (2020) No Rules Rules: Netflix and the Culture of Reinvention.**


**Supplementary Online Readings**


- **Preparing for the future of work. An interview with Amy Kates 2021**
- **In the spotlight: Performance management that puts people-first (2025). McKinsey&Company**
- **Helliwell, Layard & Sachs (2025) World happiness report**
- **Harvard Business Review: Articles on international business**


**Ines Mortreuil Rogic is a lecturer in management sciences, strategy consultant, and executive coach with an international background and extensive professional experience in organizational cultures. She specializes in strategic organizational design, cross-cultural management, governance, and strategic communication, advising executives, public institutions, and global organizations on leadership, decision making, and cultural transformation. With a career spanning management consulting and executive coaching, she bridges academic theory with real-world business challenges. Her dynamic, experiential teaching approach incorporates case studies, strategic simulations, and professional insights, enabling students to develop cross-cultural competencies, sharpen their managerial reflexes, and refine their ability to work effectively in teams. Passionate about preparing future leaders, she equips students with the essential tools to better understand organizations and future work environments, foster meaningful collaborative interactions, and develop deeper selfawareness. Through this, students learn to express their full capacities and talents, becoming confident, inspiring contributors in diverse professional settings.**