

# Practical Class #01

International Management  
Spring 2025

February, 6/7

# Introduction

- **Hannah Ribeiro**

Currently:

- International Management TA at Nova SBE
- Banking Supervision Intern at Banco de Portugal (BdP)

Background:

- Master in Finance at Nova SBE
  - Research and Culture Department Co-director at NAC
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# Introduction

- **Alexandra Nunes**

Currently:

- International Management TA at Nova SBE

Background:

- Master in Finance at Nova SBE
- Bachelor in Management at Nova SBE
  - Erasmus in Universitat Pompeu Fabra, Barcelona

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# Are we an international class?

❖ How many different nationalities do we have in this class?

# Evaluation

❖ In-class contribution	10%
• in theoretical and practical sessions	
❖ Individual assignment	10%
❖ Group project	30%
• PA presentation	5%
• Mid-semester presentation	10%
• Final project report	15%
❖ Final exam	50%

# Group project

- ❖ **Goal:** Analyse a firm's international expansion:
  - You should analyse what has been done and make recommendations. E.g.: alternative options
  - Recommendations should be based on prior analysis of the firm's internationalisation decisions
  
- ❖ Select a real case: real company + real host country
  
- ❖ **Crucial:** Consider an internationalisation that has been recently initiated

# Group project



**The company should already be located in the host country**

❖ Targeted members per group = 6

- Groups should have at least 2 different nationalities
- Groups should be formed within the same practical class

# Project proposal

## ❖ Must include:

- Group members (name and student number)
- Select and describe real company and host country
- Why was the company chosen?

## ❖ Submitted via Moodle (specific folder for the project proposal)



**Groups cannot select a firm from the cases analysed nor the same as another group.**

**In case of duplicate firms, the first to submit will have preference**



# Stages 1 & 2

## ❖ Stage 1

- Mid-semester presentation

## ❖ Stage 2

- The final report (must include stage 1 and stage 2)

- ❖ Questions to be addressed are provided on Moodle (via Group project guidelines)

# Project application (PA) presentation

- ❖ Each group will do their PA presentation during a theoretical session
- ❖ Your PA presentation should be 10 min long and you will need to send your PowerPoint slides by e-mail to prof. Ilya on the day prior to your presentation
- ❖ **Aim:** Connect your group project with the topic being discussed during a theoretical session when your group is scheduled to present
- ❖ Topics discussed during theoretical sessions are sufficiently general to be applicable for all companies expanding their operations abroad

# Mid-semester presentation

- ❖ Your mid-semester presentation should be 10 min long and you will need to submit your PowerPoint through Moodle on the day prior to your presentation (23h59).
- ❖ All relevant information must be in the slides! Hidden slides can be used in moderation.

# Final Project Report

- ❖ The final report must be delivered in the end of the semester via Moodle (a folder will be created for you to upload the file)
- ❖ Must include stages 1 and 2
- ❖ The report should be max. 8 pages (excluding cover page and executive summary) in font Times New Roman 11 or 12, with 1.5 line spacing. All margins should be 2.5 cm
- ❖ The questions highlight the issues you should address, but the goal is to provide a coherent report about challenges and opportunities associated with the expansion of your company's operations to a foreign country. Hence, it should not be in a Q&A format

# Group project - Deadlines

- ❖ **Group composition:** February 13th
- ❖ **One page project proposal:** February 20th
- ❖ **Project application (PA) presentation:** The schedule will be determined after all groups are created and posted on Moodle
- ❖ **Mid-semester presentation:** To be determined
- ❖ **Final report:** May 16th

***Questions?***

# Aim of Practical Classes

- ❖ Working (mostly) in groups to apply concepts discussed in the theoretical classes
- ❖ Discussion of real business issues/cases
- ❖ Time will be given for you to develop your group project in class. Take advantage to clarify doubts and improve your reports/presentations

# International Management is...

- ❖ Adapting management practices to different **economic, political, and cultural** contexts



From Unsplash – Photo by Kelsey Knight



# Exercise

## 1. How does managing across borders affect:

- People
- Customers
- Operations (production and distribution)
- Strategy

# Micro-level Framework

## PEOPLE

- Employees mobility. Are our workforce willing to work abroad?
- How to link relationships, incentives, and information flows to bring people together?
- Hire locals or have expatriates?
- How to transfer knowledge and expertise among subsidiaries?
- Which leadership style should be more effective?

## OPERATIONS

- What are the conditions of the host country that may affect manufacturing? (e.g., labour costs, work conditions). Do they have the knowledge needed?
- Which parts of the value chain should we integrate and which should we outsource?
- How conditions in terms of infrastructure may impact the distribution of products?

## MANAGING ACROSS BORDERS

## CUSTOMERS

- Do customers in the host country have particular tastes? Which aspects of that culture will affect consumer behavior?
- Which segment to target in that country?
- Are customers in this country open to innovation and to digital channels?
- Do they buy online or prefer physical stores?
- Do they value quality or value for money?

## STRATEGY

- Where to enter? And when?
- How to enter? Alone or with a partner?
- Adaptation to local markets or integration/standardization?
- Which organizational structure?
- How to guarantee the same corporate culture everywhere?
- Where to locate headquarters, R&D facilities?

# COVID-19's impact

## 1. How did the coronavirus affect:

- Employees
- Operations (production and distribution)
- Customers

## 2. How would you adapt your strategy?

# COVID-19's impact

Despite COVID-19:

- Continue international expansion
- Continue working online
- Employees' health enters the top priorities list

Source: "COVID-19's Impact on International Business", November 9, 2020, Middle Market growth.

<https://middlemarketgrowth.org/the-portfolio-covid-19s-impact-on-international-business/>

# AI's impact in International Management

## ❖ **Netflix:** Personalized Content Recommendations

- AI analyses viewer behaviour to deliver personalized movie and show recommendations
- Enables content to attain a global reach and engagement

## ❖ **Amazon:** AI-Optimized Logistics

- AI streamlines inventory management, delivery routes, and warehouse operations
- Facilitates global product distribution