

OIBUSX19 – International Management

Lecturer: Ines MORTREUIL ROGIC

Contact information: XXX

Department: International affairs

Semester: 1 ou 2

Course level: L3 Undergraduate

Domain: Business

Teaching language: English

Number of in-class hours: 33

Number of course sessions: 10 + Exam

ECTS: 6

Course description and objectives

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 managing across 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.

Prerequisites

This course is open to undergraduate students at Dauphine with an interest in international business, management, or global affairs. While no prior coursework in management is required, students should:

- Have proficiency in English (as the course will be conducted in English).
- Have an interest in international business and organizational strategy.
- Be willing to engage in discussions and collaborative activities.
- Show openness to diverse perspectives and strategic thinking.

Learning outcomes

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.

Assignments and grading

- 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.
 - **Class Participation & Engagement (10%)** Active participation in discussions, group work, and interactive activities is essential. Students are expected to contribute thoughtfully and engage with diverse perspectives.
 - **Case Study Analysis & Group Activities (25%)** Students will work on real-world case studies, applying the course concepts to real-world international business scenarios. Group activities will include role-playing exercises and collaborative problem-solving.
 - **Final Project/Presentation (25%)** Students will develop an international management strategy for a chosen organization. The project will be presented in class, demonstrating critical analysis and application of course concepts.
 - **Final Exam/Assessment (40%)** A written exam testing students' understanding of key theories, frameworks, and their practical applications in multicultural management.

The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.

Class participation: Active class participation – this is what makes classes lively and instructive. Come on time and prepared. Class participation is based on quality of comments, not quantity.

Exam policy: In the exam, students will not be allowed to bring any document (except if allowed by the lecturer). Unexcused absences from exams or failure to submit cases will result in zero grades in the calculation of numerical averages. Exams are collected at the end of examination periods.

Course structure

Session	Topic
1	Introduction to International Management & 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	Fundamentals of International Management • Core management functions and key trends • Global workforce diversity (generational and cultural differences) • Workshop: Comparing leadership and management across different countries.

3	Becoming a Successful International Manager - Decision-making, delegation, and emotional intelligence. - Building trust and credibility in global teams. - Leadership and motivation in a globalized business world. - Guest Speaker: Insights from an international business executive
4	Organizational Design for Global Businesses - Why organizational structure matters in international management. - Introducing the STAR model: Aligning strategy, structure, process and talent - Case Study: How leading firms like Amazon, Google, and Unilever structure their global operations.
5	Strategic Expansion & Market Entry Strategies - CAGET and PESTEL models for international expansion. - Porter's Five Forces: Assessing market competitiveness. - Case Study: How Starbucks, Tesla, and IKEA expand into new markets.
6	Managing Performance & International Teams - Aligning goals, motivation, and productivity across cultures. - The role of mission, vision, and purpose in international business. - Workshop: Designing a performance management system for a multinational company.
7	Psychological Safety & High-Performing Teams - Why psychological safety is essential for innovation and success. - Creating a positive work culture in international teams. - Role-Playing Exercise: Handling workplace challenges in an international setting.
8	Communication & Conflict Resolution in International Business - Effective communication in multinational teams. - Virtual communication and managing remote/hybrid teams. - Case Study: Crisis communication in global organizations.
9	Digital Transformation & The Future of International Management - AI, automation, and data-driven decision-making in management. - The future of remote work and global team leadership. - Guest Speaker: Trends in digital leadership.
10	Integrating into International Teams (At Home or Abroad) - How to prepare for international work assignments. - Managing cultural adaptation and reverse culture shock. - Workshop: Practical strategies for integrating into global teams.
11	Final Exam - Evaluation and Reflection - Written assessment covering key theories and concepts. - Discussion on key takeaways and course feedback.

Bibliography

- Hill, C.W.L., & Hult, G.T.M. (2021). International Business: Competing in the Global Marketplace.
- Peng, M. W., & Meyer, K.E. (2019). Global Business
- Luthans, F. & Doh, J.P. (2018). International Management: Culture, Strategy, and Behavior.
- 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 & Practice of The Learning Organization

- Kates, A. & 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. & 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.](#)

Lecturer's biography

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 self-awareness. Through this, students learn to express their full capacities and talents, becoming confident, inspiring contributors in diverse professional settings.

Moodle

This course is on Moodle: **oui**

Academic integrity

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.