

BUSINESS MANAGEMENT PROGRAM: ECONOMY OF THE EUROPEAN UNION

Programme

**Paloma Taltavull
Magdalena Teska
University of Alicante**

Objectives:

The subject aims to analyse the past, present and future of European integration on the basis of historic and economic reasoning. The process of European integration and its effects will be assessed taking into account differences between European Member States economies as well as considering the EU as a whole at the international level.

Methodology:

Learning will be based on both lectures and practical exercises:

- Lectures will provide for a broad overview of each topic and for the theoretical framework of the units.
- Practical exercises will consist both of pieces of coursework presented by students focusing on the analysis of a particular topic and conferences held by visiting EU officials or a visit to the agency of the EU OHIM located in Alicante.

ASSESMENT

- A student discussion paper on a specific topic (40%)
- A written exam (60%).

TABLE OF CONTENTS

1. INTRODUCTORY LESSON: WHAT'S THE EUROPEAN UNION (EU) PROCESS.

- Economic integration
- The origin of the European integration process
- From the European Union Treaty to present

2. INTRODUCTORY LESSON: THE EU INSTITUTIONS.

- Power and responsibility distribution between European Institutions
- Main European Institutions: Council of the European Union, European Commission, Council of Ministers and European Parliament.
- Office for Harmonization in the Internal Market

3. THE SINGLE MARKET AND THE FOUR FUNDAMENTAL FREEDOMS.

4. THE ECONOMIC AND MONETARY UNION (EMU). FIRST PART: ECONOMIC UNION.FISCAL POLICIES.

- Economic policy coordination
- Fiscal policy and its obstacles
- Growth and Stability Pact (GSP)
- Economic Imbalance Procedure (EIP)

5. THE EMU. SECOND PART: THE MONETARY UNION. THE EURO AND THE EUROPEAN CENTRAL BANK (BCE).

- Incomplete monetary unions: the 1992---1993 crisis of the European Monetary Union
- Objectives of the EMU
- Multilateral supervision procedure
- Euro crisis
- Monetary and Exchange policy
- European Central Bank (ECB) and the European System of Central Banks
- ECB and the Federal Reserve y la FED
-

6. SPECIFIC/SECTORIAL POLICIES OF THE EU.

7. DESCRIPTION OF THE EU ECONOMY, KEY FIGURES, TRENDS, PROBLEMS, CHALLENGES.

- General economic features. Comparison
- Convergence in the European Union
- Unemployment in Europe

Bibliografia

Ali M. El-Agraa (1998), The European Union: history, institutions, economics and policies.

Ali M. El-Agraa (2007), The European Union: economics and policies.

Brent F. Nelsen, Alexander C-G. Stubb (2003), The European Union : readings on the theory and practice of European integration.

Charlotte. Bretherton, John. Vogler (1999), The European Union as a global actor.

David. Phinnemore, Lee. McGowan (2002), A dictionary of the European Union.

Harold James (2012), Making the European Monetary Union.

Helen Wallace, William Wallace, William. Wallace (1996), Policy making in the European Union.

Hermann-Josef Blanke, Stelio Mangiameli (2013), The Treaty on European Union (TEU): a commentary.

Ian. Bache, Stephen George, Simon Bulmer, Stephen. George, Simon. Bulmer (2011), Politics in the European Union.

John. McCormick (1999), Understanding the European Union: a concise introduction.

Larry Neal, Daniel. Barbezat (1998), The economics of the European Union and the economies of Europe.

Martin J. Dedman (1996), The origins and development of the European Union, 1945-95: a history of European integration.

Michael J. Artis, Norman Lee, Mike. Artis, Norman. Lee (1994), The economics of the European Union : policy and analysis.

Philippe. Barbour (1996), The European Union handbook.

Richard. Youngs (2001), The European Union and the promotion of democracy.

Susan. Senior Nello (2005), The European Union economics, policies and history.

Wolfgang. Wessels, Andreas Maurer, Jürgen Mittag (2003), Fifteen into one? the European Union and its member states.

ENTREPRENEURSHIP EXPERIENCE IN THE EUROPEAN UNION: A STRATEGIC APPROACH.

Academic year 2017-2018

Business and Management Department. Faculty of Economics. University of Alicante (Spain).

Lecturers:

Antonio Antón Baeza.

José Mas Marco.

Virginia Payá.

COURSE OBJECTIVES:

The main objective of this course is to study the entrepreneurial roles, motivations and activities through the study of the strategical concepts and techniques that are used by managers to plan, implement and conduct the business activities from the most general an initial stages of the entrepreneurship , until the strategic aspects of the functional business departments . Starts-up will be carried out mainly in the European Union.

In addition the student will learn and put into practice communication skills needed to successfully present an strategic plan in front a board of directors or stakeholders.

We will focus on these objectives:

- Learn the entrepreneur's roles and motivations
- Learn to develop and innovation and the creativity aspects of entrepreneurship
- Research of sources of business ideas by analysing market opportunities both in Spain and the rest of members of the European Union. .
- Plan and implement strategies to solve business problems.
- Integrate the strategic planning in the process of setting up the business.
- Integrate the strategic study in the market research.
- Study the planning of general and functional strategies.
- Practice and acquire skills on presenting the strategies to several audiences.

CONTENTS OF THE COURSE:

Module 0: Public and private organization role in the development of entrepreneurial initiatives in Europe.

- 0.1.- Introduction.
- 0.2.- Local development agency (Idas)
- 0.3.- Technological institutes.
- 0.4.- The eic network.

Module 1: Introduction to entrepreneurial motivations.

- 1.1 Entrepreneur.
- 1.2 Entrepreneur in Europe.
- 1.3 Entrepreneurial self-assessment.

Module 2: Designing and evaluating business Ideas.

- 2.1 Creativity and Innovation.
- 2.2 Customer Discovery.
- 2.3 Value Proposition Analysis.
- 2.4 Business Models.
- 2.5. Prototyping ideas
- 2.6 Presenting Ideas.

Module 3: Business plan as a strategic tool.

- 3.1 The business plan: what it is and what it is for.
- 3.2 The business plan structure
- 3.3 Formal aspects of the business plan.
- 3.4 The Executive Summary.

Module 4: Planning and setting the general strategy in the European Union.

- 4.1 Macro environment Study: PEST Analysis.
- 4.2 Setting the business Mission and Vision.
- 4.3 Porter's five competitive forces.
- 4.4 SWOT Analysis.
- 4.5 Strategic Objectives.

Module 5: Business strategies.

- 5.1 The competitive advantage and core competencies.
- 5.2 The competitive strategies.
- 5.3 The growth strategies.
- 5.5 The strategy levels.

Module 6: Integration of the functional strategies.

- 6.1 Case study 1: marketing for entrepreneurs.
- 6.2 Case study 2: the human resources strategy.
- 6.3 Case study 3: operations plan.

Module 7: Financial strategies in the business plan.

- 7.1 Sales Forecast.
- 7.2 Profit and loss projection.
- 7.3 Cash flow
- 7.5 Break-even point
- 7.4 Financial Rates.

Methodology:

Lectures:

The contents of the course will be presented and explained, introducing and outlining the different topics with regard to business ideas, innovation, strategies and business plan development. The lectures will be supplemented by further suggested readings and case studies that will be used in the seminars and assignments.

Case studies:

The case studies are meant to be worked in class prior preparation of each case readings by the students in order to approach a practical learning process in which specific skills will be gained. Each of these case studies will be focus on the different strategies of the business plan and entrepreneurship stages. These materials will be available in the UA Cloud. These cases will provide useful and interesting examples of business ideas, innovation and strategies on several stages of Entrepreneurship, becoming the background of personal initiatives towards a new personal venture creation specifically in the European Union.

Workshop:

The students will work in groups on the generation of a business idea, opportunity recognition and development of a business plan in a computer lab with the assistance of the lecturer as a Business Consultant or coaching. Partial assignments and presentations will be held during the course in order to gain communication skills and interact with the group. At the end of the course the final paper will be handed in to the lecturer and presented in class.

Assessment:

The final evaluation of this course will take into account the following parts:

- Innovation of the Business Idea and notoriety of the competitive advantage in the European Union. (20%)
- Strategic accuracy and coherence.(15%)
- Consistency with lessons taught. (10%)
- Business Plan appearance and PowerPoint presentation. (20%)
- Individual work(20%)
- Participation in class (15%)

As set on the general conditions a 60% of attendance is mandatory.

Recommended Books:

“Entrepreneurship & Small Business, Start-up, growth & maturity” by Paul Burns, Third Edition. PALGRAVE MACMILLAN (2011)

Stokes and Wilson, (2011), Small Business Management and Entrepreneurship, 6th Edition, South Western Cengage Learning.

The New Business Road Test: What Entrepreneurs and Executives Should Do Before Writing a Business Plan (Financial Times Series) (Paperback) by John Mullins (Author)

The Definitive Business Plan: The Fast Track to Intelligent Business Planning for Executives and Entrepreneurs (Financial Times Series) (Paperback) by Richard Stutely (Author)

Developing New Business Ideas: A Step-by-step Guide to Creating New Business Ideas Worth Backing (Financial Times Series) by Mary Bragg (Author), Andrew Bragg (Author)

Small Business Ideas: 400 Latest and Greatest Small Business Ideas (Paperback)
by Terry J. Kyle (Author)

Drucker, Peter (1999) Innovation and Entrepreneurship. Butterworth Heinemann

Strategy: Create and Implement the Best Strategy for Your Business by Harvard Business School (Paperback - Jul 31, 2005)

Developing Business Strategies, 6th Edition by David A. Aaker (Hardcover - Aug 10, 2001)

DRIVEN: Business Strategy, Human Actions, and the Creation of Wealth by Joel Litman and Mark L. Frigo (Paperback - Jan 19, 2008)

The Boston Consulting Group on Strategy: Classic Concepts and New Perspectives by Carl W. Stern and Michael S. Deimler (Hardcover - April 28,

2006)

Business Strategy: A Guide to Effective Decision-Making (The Economist Series) by Jeremy Kourdi (Hardcover - Oct 29, 2003)

Competitive Strategy: Techniques for Analyzing Industries and Competitors by Michael E. Porter (Hardcover - Jun 1, 1998)

Entrepreneur Magazine 2017

HUMAN RESOURCE MANAGEMENT: SKILLS FOR MANAGING PEOPLE IN A GLOBAL CONTEXT. (2017/2018)

Prof. Dr. Juan Llopis.
Chair Professor of Business Organization.
University of Alicante (Spain).
Office: Department of Business Organization (Faculty of Economics and Business).
Room number 23 (ground floor).

I. – OBJECTIVES AND SYLLABUS OF THE COURSE:

1. Analyze the international and competitive challenges for managing people: diversity, globalization, rapid business changes, flexibility and Internet.
2. Develop organizational skills to improve people: competitive position, decentralization, downsizing, work teams, outsourcing, organizational culture and technology.
3. Improve skills to match people and organizations: increase productivity, implant telecommuting, e-learning, empowerment, and reduce brain drain.
4. Examine training techniques to “make skills” in line with the organizational objectives.
5. Introduce and analyze different compensation and pay practices.
6. Implant motivational practices for a win-win strategy (for the organization and for the member).
7. Describe how to evaluate people to earn a competitive advantage and develop a job analysis and job description.
8. Learn to make successful managerial decisions in relationship with hiring the best collaborators (recruitment and selection techniques).
9. Make decisions about employee separations and discuss how to avoid lay-offs and, in case, how to manage it and introduce an outplacement program.
10. Improve communication practices: networking, managing meetings, develop an employee handbook, a suggestion system, and an employee recognition program.
11. Analyze how to manage people in the international context: different policies and practices with expatriates (selection, training, career development and compensation).
12. As an appendix, discuss managerial practices in Spain with a special attention in managing people.

II. - METHODOLOGY:

From the first class students will have access to the whole learning package, with the result that it would not be necessary any additional material. It would be fomented the discussion on managerial skills (with a previous overview with a large number of cases and examples). An important part of the time will be dedicated to outline actual cases of firms for its discussion. Additionally it would be proposed cases every week to discuss them the following week in order to be able to get a continuous knowledge of the different techniques for managing people in the global context.

III. - ASSESSMENT:

- 10% Attendance and Participation.
- 50% Resolution of Cases during the course.
- 40% Final exam.

IV. SELECTED BIBLIOGRAPHY

- Byars, L.L., Rue, L.W. and Ibrahim, N. (2016): *Human Resource Management* (11th edition), McGraw-Hill, New York.
- Cascio, W.F. (2016): *Managing Human Resources*, (10th edition), McGraw-Hill, New York.
- Dessler, G. (2016): *Fundamentals of Human Resource Management* (4th edition), Prentice Hall, New Jersey.
- Gomez-Mejia, L.R.; Balkin, D.B. and Cardy, R. (2016): *Managing Human Resources* (8th edition), Prentice Hall, New Jersey.
- Ivancevich, J.M. (2013): *Human Resource Management* (13th edition), McGraw-Hill, New York.
- Mondy, R.W. and Martocchio, J.J. (2016): *Human Resource Management* (14th edition), Prentice Hall, New Jersey.
- Noe, R.; Hollenbeck, J.; Gerhart, B. and Wright, P. (2014): *Human Resource Management*, (5th edition), McGraw-Hill, New York.



UNIVERSITY OF ALICANTE
Business and Management Program

COURSE SYLLABUS – 2017/18:
GUÍA DOCENTE- 2017/18
International Marketing. Marketing Internacional

LECTURER: Dr. De Juan Vigaray, María D.

PROFESORA : Dra. De Juan Vigaray, María D.

I.- OBJECTIVES

On completion of this course the student should be able to

1. Demonstrate the skills needed for successful career in Marketing in an international context, in terms of international theory;
2. Acquire a global overview of International Marketing
3. Formulate and recognize international marketing strategies
4. Understand the importance of an international market and its management implications for marketing strategies.
5. Learn the importance of cultural awareness in the international market and the relationship between local and global markets
6. Know the ways to penetrate international markets.

I.- OBJETIVOS

Una vez completado este curso el estudiante será capaz de:

1. Demostrar las habilidades necesarias para desenvolverse en el campo del marketing, en un contexto internacional, en relación con los aspectos teóricos.
2. Adquirir una visión global del marketing internacional.



3. Formular y diseñar estrategias de marketing internacional
4. Entender la importancia de los mercados internacionales y las implicaciones que comporta su gestión para el diseño de las estrategias de marketing
5. Aprender la importancia de tener “conciencia” de la cultura y otras variables del entorno en los mercados internacionales y la relación entre los mercados locales, los internacionales y los globales
6. Conocer las formas de entrada en los mercados internacionales.

II.- SYLLABUS

Unit 1.- The scope and challenge of international markets

Unit 2.- The international environment

Unit 3.- International market research

Unit 4.- International market entry strategies

Unit 5.- International marketing scenarios

II.- GUÍA DOCENTE

Unidad 1.- Retos y alcance del marketing internacional

Unidad 2.- El entorno internacional

Unidad 3.- Investigación de mercados internacionales

Unidad 4.- Estrategias de entrada en mercados internacionales

Unidad 5.- Escenarios de marketing internacional



III.- METHODOLOGY

The course will consist of lectures, class discussions, textbook assignments, and student presentations. Lecturer will explain theory concepts during each part of every unit. Every topic will be applied illustrating with selected cases studies of first line international companies.

It will require students work through them (in groups or individually) in order to find a satisfactory solution. Students are expected to attend all class lessons, participate in class activities, and submit all assignments on time.

In some sessions, students will create *group oral presentations*: Students will be assigned a case from a textbook, an article from a major business journal or in other cases the teacher's own input. The group should analyse the article/case through a marketing critical thinking perspective and identify the several components of the lecture (the marketing problem, the solution proposed by the lecture, the solution proposed by the group, the future perspective, conclusions, etc.).

International marketing students must be responsible for their learning, develop their own autonomy and be active building their own knowledge. Student should also develop their professional skills, and a serious ability to self evaluate. Moreover, he/she would have to interact socially and professionally with the environment they are in. Finally, the student should be aware of what he/she will study, how they are going to learn it and the final results that they will get.

III.- METODOLOGÍA

El curso consistirá en lecciones magistrales, discusiones y debates en clase, casos prácticos y presentaciones de los estudiantes. La profesora explicará los conceptos teóricos de cada unidad. Cada temática será explicada con ejemplos y con una selección de casos de estudio de empresas de primera línea internacional.



Ello implicará que los estudiantes deberán trabajar en profundidad los materiales (en grupo o individualmente) con el objetivo de llegar a soluciones satisfactorias. Se espera que los estudiantes acudan a clase, participen en las actividades y entreguen los trabajos en las fechas indicadas y según los requisitos.

En ocasiones los estudiantes deberán realizar presentaciones orales, individuales o en grupo. Se asignará un tema concreto, un artículo de una revista internacional, un caso de estudio, etc y se deberá analizar con una perspectiva crítica identificando los distintos componentes estudiados en la teoría.

El estudiante que cursa “marketing internacional” debe responsabilizarse de su aprendizaje, desarrollar su propia autonomía y ser activo construyendo conocimiento. El estudiante debe desarrollar sus destrezas profesionales y una seria capacidad de autoevaluación. Además, deberá interactuar social y profesionalmente con su entorno. El alumno debe ser consciente de lo que va a aprender, cómo va a aprenderlo y los resultados finales que obtenga.

IV. ASSESSMENT:

CONTINUOUS ASSESSMENT:

- Attendance and active participation in theoretical and practical classes. Class attendance is essential to pass the course, therefore it is considered very important to get an adequate understanding of it. Student interest and participation in class will be valued by the professor (20%).
- PRACTICAL PART. Practical cases, including debates and different assignments will be diverse according to units. Depending on the number of students exercises will be different to adapt to individual and class needs (50%).



UNIVERSITY OF ALICANTE

Business and Management Program

- FINAL PROJECT (depending on the number of students the final project will be individual or in group). With this you will demonstrate your ability to work as part of a multinational team (30%).

IV. EVALUACIÓN

EVALUACIÓN CONTINUA

- La asistencia y la participación active en las clases teóricas y prácticas es fundamental. La asistencia a clase es esencial para aprobar el curso, por lo tanto está considerada de vital importancia para poder llegar al entendimiento del mismo. El interés y la participación del estudiante en clase será evaluado por el profesor (20%)
- PARTE PRÁCTICA. Los casos prácticos, incluyendo debates y distintos proyectos será de diversa índole de acuerdo con el tipo de unidad (50%).
- FINAL PROJECT (30%).

V.- SELECTED BIBLIOGRAPHY/ BIBLIOGRAFÍA SELECCIONADA

Fill, Chris (2002) Marketing Communication Context, Strategies and Applications Ed Prentice Hall

Halliburton, C. and Hünerberg, R. (1993) European Marketing, Ed. Addison-Wesley: Wokingham.

Halliburton, C. and Hünerberg, R. (1993) "Pan-European Marketing- Myth or Reality?", Journal of International Marketing, vol. 3, pp.77-92.

Kotler, F (1996) Principles of Marketing European Edition. Ed Prentice Hall.

Lynch, R. (1993), Cases in European Marketing, Kogan Page Ltd: London.



UNIVERSITY OF ALICANTE
Business and Management Program

Marilyn A Stone (2004): International Marketing a European Perspective. Ed. Routledge.

Montaña. J. (1994), Marketing in Europe: Case Studies, Sage Publications Ltd: London.

Caetora, Philip C. (1990) International Marketing Ed. Richard Irwin. inc

Warren JK (2002) Global Marketing Management a European perspective Ed Prentice Hall

Hollensen Svend (2008) Essentials of Global Marketing Ed Prentice Hall.