



## SPAIN – Barcelona

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Barcelona (pop. 1.5 million) is the heart and capital of the region of Cataluña in the northeast corner of Spain. The origin of this Mediterranean city goes back more than 2,500 years - ruled by Carthaginians, Romans, Visigoths, Moors, and Franks until it finally became part of the Spanish empire in the 17th century.

### **Economics:**

**Behavior and Incentives in Economics: the Case of Soccer: = ECON 399t** This course takes soccer as an illustration of theories and empirical evidence related to economic incentives and behaviour. Soccer is widely followed and generates a great amount of information. This knowledge is used in a systematic way to explore the validity of economic theories and to empirically test predictions generated by these theories.

**International Economics: = ECON 499t** International economics is divided into two broad subfields: international trade and international money. International trade focuses on real transactions in the international economy, that is, on those transactions that involve a physical movement of goods. On the other hand, international money focuses on financial transactions and refers to the monetary side of the international economy. This course deals with the first aspect of international economics, i.e. the real transactions and focuses on two main aspects of it: international trade theory and evidence and international trade policy.

**The Creative Economy: = ECON 399t** The purpose of the course is to make the students aware of the crucial role of creativity and innovation in 21st century and provide them with tools to be effective actors of change in their organizations in the future. The course has the following main learning objectives: -Understand the importance of creativity and innovation for the companies in the 21st century. -Be aware of the impact of national cultures on creativity and innovation. -Hear experiences from creative people to learn from them. -Encourage the students to think "out of the box". -Provide the students with tools to improve their creativity. -Know the big trends for the future and where to find information about. -Gain knowledge on the online tools available to help them in the innovation process.

**The Political Economy of European Integration: = ECON 399t** This course will introduce students to the main issues of economics and politics of European integration by using an economic approach. The course addresses key economic questions that arise from the process of integration. This course draws on a core textbook, articles from journals and other documents. Student will be oriented in the most up to date policy discussion about European integration. By

the end, students will be able to apply and relate conceptual and theoretical knowledge underpinning the course of the economic and political process of European integration.

**Understanding the European Economy: = ECON 399t** This course aims to deepen student's knowledge of the institutional functioning of the EU as well as its most important economic policies. The course will briefly review the history of the EU and its most important economic institutions. Then we will examine both the main differences in the member state's economies and the EU's budget in an effort to understand the ongoing budgetary debate in the Union. We will also review three important EU policies namely, the agricultural policy with an emphasis on possible future reforms, the EU's regional policy in the light of the increasing competitiveness brought on by each successive step in European integration and the EU's trade policy which includes a discussion of the most important economic accords between the EU and third countries. We will also consider the implications for the EU of the adoption of the Single Market and the European Monetary Union as well as carefully consider the relationship of the latter with labor markets in Europe.

#### **Finance:**

**International Finance: = FINN 3703** This course extends the principles of finance to the international context. Topics include exchange rate determination, foreign exchange markets, currency derivatives, risk management, and foreign investments. CONTENTS Introduction to International Finance: Multinational Enterprise and Multinational, Financial Management, The International Monetary System, The Foreign Exchange Market, Currency Future Markets, Currency Options Markets Parity Conditions in International Finance, Currency Forecasting, Measuring and Managing Transaction Exposure, Measuring and Managing Economic Exposure, Swaps and Interest Rate Derivatives, Offshore Markets, Cost of Capital for Foreign Investments, International Investments

#### **Information Systems:**

**E-Commerce and Online Businesses: = ISYS 399t** The increasing development of information technologies (IT) has significantly affected both firms and markets. IT is currently changing the world in a more permanent and far-reaching way than any other technology in the history of mankind. A new economy, where knowledge is the most important strategic resource, is forcing firms to review their traditional routines and take advantage of the tools able to create new value. Meanwhile, the tool that is currently having the most significant effect in the business world is the Internet.

**Electronic Commerce and Marketing: = ISYS 399t** The internet and its applications to international trade. Designing and creating web sites. HTTP protocol and programming languages. Catalogues and online shops. Selling on the internet. Competencies Ability to use e-commerce as an additional promotional channel for companies. Advised Previous Requirements Marketing.

## **Management:**

**Culture and Business in Asia: = WCOB 399t** Understanding Asian society, geopolitics and culture. Specific elements of economic and business organization.

**Culture and Business in the Middle East and Africa: = WCOB 399t** This course deals with the issues that today's Export Sales Managers and Area Managers face when negotiating with their counterparts (customers, commercial agents, distributors and partners) in North of Africa and Middle East. These issues are quite related to business culture and communication and how history, former colonialism, vicinity, religion, social and political developments, etc. do actually influence the world of business in the Region. This course also deals with economic issues (trade agreements, trade flow, business opportunities, import, investment and legal regulations) the knowledge of which is essential to successfully achieve business goals.

**Culture and Business in Europe: = WCOB 399t** Analysis and description of the macro- and microeconomic environment of the European Union, the euro-zone and its most important countries as it has evolved since the onset of the global economic crisis and in the context of the still unresolved sovereign-debt crisis in the euro-zone. Analysis and description of the degree of development and prospects of various economic sectors (in agriculture, industry and services) in Europe, consumer trends and behavior and culture of negotiation. Analysis of the different business models in Europe (Rhenanian social market, Anglo-Saxon, Mediterranean, Scandinavian and Eastern European) with a description of their respective infrastructure, labor costs and skills, financial and banking system, regulation, trade barriers, trade operative, logistics, distribution channels and free trade agreements.

**International Management (IBP): = MGMT 4583** The International Management course focuses on opportunities and challenges created by globalization. It examines cross-cultural and management issues related to management in an international marketplace. The aim of this course is to enable students to better analyze and understand the opportunities and challenges that companies face when expanding their activities internationally and when dealing with international competitors in their home markets. Special attention is placed upon different tools and analytic competences available to the different specialized managerial roles when competing internationally.

**People Management: = MGMT 399t** The purpose of this course is to present a holistic view of Human Resources. We will analyze the HR function from two perspectives:

1. Integration between HR and Company strategy 2. Which are the HR policies and practices and how they support company strategy. We see Human Resources as a strategic tool basic for the success of every company. During the lectures and seminars of the course, theory and practice will be explained in order to show the main aspects of each policy and how they are applied. Exercises, cases discussions, readings and workshops will be delivered in order to facilitate the understanding of the HR function. The course has been designed taking an international perspective as most of you will work either for multinational companies or in other countries.

**Cross-Cultural Management: = MGMT 399t** In an increasingly global world, managers must be able to handle diversity effectively. The aim of this module is therefore: -to increase the

awareness of the impact of national cultures on business. -to provide the students with theoretical and practical tools in order to improve their productivity when working and doing business with people from other cultures. -to make the students more aware of their personal orientations.

**Entrepreneurship and New Venture Creation: = MGMT 3933** The purpose of this course is to explore business creation and growth as a multidimensional phenomenon in both independent and corporate (intrapreneurship) settings. By linking theory and practice the course aims to provide students an entrepreneurial perspective and a hands-on experience in the development of new business ventures. The course has the following main learning objectives: -build the skills, framework and knowledge in entrepreneurship and new venture creation in order to acquire the knowledge and spirit for venturing -set the context for entrepreneurship and understand the role and importance of the small to medium sized enterprises in the economic and social development of countries and regions -gain knowledge on the characteristics of entrepreneurs and the entrepreneurial process -understand the importance of the planning process and learn how to develop write and present an effective business plan for a new venture.

**International Business: = MGMT 399t** Although international business has been important for decades, its impact on our lives has been more visible in the recent years. I am presently typing this syllabus in a computer manufactured by an American corporation (H-P), many of whose components are produced in Taiwan or mainland China. The computer was assembled in the Czech Republic and purchased to the Spanish HP subsidiary in an Internet Auction conducted by an American firm (Ebay). A few minutes ago, a courier delivered me the latest International Business book I ordered a week ago from a UK Internet-bookstore.

**International Strategic Management: = MGMT 399t** The course aims at familiarizing students with the considerations a management team contemplates when looking at the international context. Free trade agreements and the growing pace of globalization have created new opportunities for companies to expand their activities worldwide. This course is about understanding and meeting the challenges faced by managers and firms competing internationally. It is about how firms can use international strategy to build and sustain competitive advantage in an international context.

The course is structured with a mix of lectures, case studies and students' presentations. Continuous participation from the students is required in all phases of the course. On class participation evaluation will be done according to a careful and systematic assessment of students' participation during the lectures as well as the class discussions. Cases and selected article readings must be prepared prior to class.

**Managerial Skills for International Business: = MGMT 399t** The module intends to enable students to know about the basics of management and leadership. It also intends to develop the participants' managerial skills that are necessary for a successful career. Students will develop their managerial skills throughout different ways, including business cases, debates, teamwork, role playing, etc. The lecturer will ask for an interactive dialogue within the participants and aim to gain a final high level of participation.

**Strategic Behaviour in Business and Economics: = MGMT 399t** This course is designed as a brief introduction to individual decision making. Its main objective is to provide the students

with decision theory and game theory tools that can be useful not only in business environments but also in everyday life. We begin with an experiment including several basic decision problems and games. The second and the third part of the course are the core of the subject where the student actually learns how to solve and analyse decision problems and games. Once the basic theory is learned, we proceed to some critiques and alternative approaches.

**Strategic Management of the Firm: = MGMT 399t** The main objective of this course is to equip students with current knowledge and practical skills in strategic management. This is especially important in order to provide up-to-date applied knowledge of fundamental strategic issues, their pitfalls, and how to "read between-the-lines" of strategic management. This will be very useful for your career as a consultant, business analyst, corporate director, etc. We will discuss up-to-date and "hot" topics that companies face today.

**Business Organization: = MGMT 399t** This course is designed to challenge students to learn about the private enterprise system and better understand how organizations operate within that environment. The aim of the course is to expose the student to many aspects of business. The student will gain a basic understanding of why business organizations exist, how they operate in an environment characterized by uncertainty and the principle activities of a modern business. The course also aims to expose the student to the multiple career fields in the areas of business.

**Human Resource Management: = MGMT 399t** The purpose of this course is to present a holistic view of Human Resources. We will analyze the HR function from two perspectives: 1. Integration between HR and Company strategy 2. Which are the HR policies and practices and how do they support company strategy. We see Human Resources as a strategic tool basic for the success of every company. During the 30 sessions of the course, theory and practice will be applied in order to show the main aspects of each policy and how they are applied. Exercises, cases discussions, readings and workshops will be delivered in order to facilitate the understanding of the HR function. The course has been designed taking an international perspective as most of you will work for multinational companies or in other countries. Local Spanish practices are not the main focus of this subject (although we may discuss about them too).

**Business Organizations in Europe: = MGMT 399t** The course is aimed at the study of the most frequent legal forms of business organization within the European Union (corporations), taking into account the efforts undertaken in Europe to unify the legislation of the different Member States. The course examines the relevant models of organization in a comparative perspective, looking at national and European legislation, and considering the experience in the United States. Corporate decision making process and financial structure will be examined. In addition, the course pays particular attention to the role that plays the rules of corporate governance, their different application, and the consequences of the financial crisis on these practices. Policy issues will be emphasized, and economic and cultural arguments will be taught to provide the students with accurate analytical tools in order to examine different legal solutions.

## **Marketing:**

**Industrial and Services Marketing: = MKTG 399t** Industrial and service companies. Fundamental characteristics. Industrial markets. Designing service operations. Client and service providers' relations. Managing quality in services and industry

**International Marketing Strategies: = MKTG 4633** Marketing products and services around the world, transcending national and political boundaries, is a fascinating phenomenon. This course focuses on marketing strategy and management within the context of the international markets. It introduces the complex and constantly evolving realities of international marketing. It evaluates cultural differences and aims to enhance student skills in developing and implementing marketing strategies and decision making in the international contexts. It starts with an overview of the environments faced in international markets (i.e., cultures, economic systems, financial markets, governments and legal systems, etc.) and then addresses in some depth the elements of global marketing strategy (product, price, distribution, promotion, etc.) and its implementation.

**Business Marketing: = MKTG 399t** This course deals with the issues that today's international marketers face by examining the tactical decisions made by the marketing manager and the growing interdependence of markets worldwide on the formulation of global market strategy

**Consumer Behavior: = MKTG 3553** Contemporary approaches to business emphasize the importance of adopting a customer focus. Marketing, in particular, begins and ends with the consumer – from determining consumer needs to ensuring customer satisfaction. The primary goal of this course is to enhance your understanding of consumer behavior. It provides a specialization within the marketing module, studying the psychology of the consumer. This includes both intuitive and some non-intuitive ideas about behavior. In this course, we will train your intuition, so that you can think more accurately about how consumers perceive and respond to market events. Many of the psychological insights are particularly useful for strategy, brand positioning, and marketing communication decisions. We will discuss some of these applications in class.

**Market Research I: = MKTG 3633** This course has been developed in order to teach students to optimize marketing decisions in their future professional careers. It begins with a definition of marketing research and key concepts that will lead them to understand why research is a key practice in marketing. The first part of the course focuses on the different techniques which are used in marketing research, and describes their methodology. The main focus will be on qualitative and quantitative methods, and the techniques which are most commonly used by companies. In this first part we will study how we can obtain a better knowledge of the market we want to target. In order to make the best decisions, it is necessary to know the market, its size, its consumers' behaviour and how to analyze this information and take decisions based on it. The second part of the course is focused on showing how we use the marketing research tools to help us optimizing the marketing-mix in several respects, such as: the product development process and how to minimize the risks of failure, How we can optimize communication (in two areas: the message and media planning), the best possible use of Research in Trade Marketing and B2B markets.

**Pricing Policy: = MKTG 399t** This course will cover the analysis of pricing policies and related topics in consumer behavior. It will provide the tools to develop an effective pricing strategy as well as the microeconomic theory behind that strategy. What is expected of you? Class participation is highly recommended. In the case of passing the final exam (i.e. with a grade higher than five), the final grade mix will be based on a final exam grade (50%), a short term paper or pricing project (20%) and problem sets/written case preparations (30%).

**Supply Chain Management:**

**International Product Management: = SPCM 399t** Defining generic product strategies. Image and positioning. Overall management of the product lifecycle. Managing product ranges and lines