



Course and Examination Fact Sheet: Spring Semester 2025

8,238: International Management (MGM)

ECTS credits: 4

Overview examination/s

(binding regulations see below)

decentral - Written work, Digital, Group work group grade (20%)

Examination time: Term time

decentral - Active participation, Analog, Individual work individual grade (25%)

Examination time: Term time

decentral - Presentation, Analog, Group work group grade (15%)

Examination time: Term time

decentral - Written work, Digital, Individual work individual grade (20%)

Examination time: Term time

decentral - Presentation, Analog, Group work group grade (20%)

Examination time: Term time

Attached courses

Timetable -- Language -- Lecturer

[8,238,1.00 International Management \(MGM\)](#) -- English -- [Ambos Björn](#)

Course information

Course prerequisites

None

Learning objectives

- To introduce students to international business strategies, and theories in the domain of international management
- To explore opportunities and challenges facing firms and business managers in the international market
- To develop cross-culture intelligence and sensitivity to interact with people from different cultures
- To apply the theoretical framework in the evaluation and selection of new foreign market
- To understand institutional voids and primary issues in emerging markets, how can MNCs address these problems with ethical approaches
- To be aware of competing arguments behind the numbers of the international approach
- To learn to work together as a team

Course content

The course challenges you to think critically about global markets and the importance of sustainability in international expansion. As such, rote learning of terms and concepts is not sufficient; you are prepared to take the executives' seat in managing the business in global markets. Specifically, the course is designed to provide you with (a) familiarity with the problems and perspectives of management across national boundaries and with those within foreign countries; (b) insights into environmental perspectives (cultural, institutional, geographic, and economic) of doing business outside the home country; (c) analytical ability to make management decisions facing all firms (exporters, licensor/licensee, joint venture firms, firms with overseas subsidiaries) engaged in business outside of Switzerland; (d) awareness for cultural and psychic distances that can increase the complexity of managing a global company; (e) knowledge of strategies and practices of how to gain and sustain a global competitive advantage.

By the end of the course students will have learned:

- Understand the global environment within which businesses operate.



- Demonstrate the ability to independently research an area relevant to international management and then to collate, synthesize and structure an argument based on their understanding.

Knowledge and Understanding

After completing this course the student will have:

- Knowledge and understanding of global sourcing strategies.
- Knowledge in international management techniques and tools including templates. Familiarity with many examples of successful and less successful strategies.
- Extensive knowledge of major types of international management decisions.
- Received firsthand accounts of contemporary international management practice from visiting speakers.

Cognitive & Subject Specific Skills:

Students on completion of the course will have:

- The ability to conduct a strategic analysis in a global setting.
- The ability to take a holistic approach to the application of analytical templates and other techniques.
- The know-how to obtain and analyze information which will aid decision-making.
- The ability to analyze cases that approximates closely to the rapid analysis of international management situations.
- Extensive experience in working in teams.

Key Skills:

Students on completion of the course will have:

- The ability to rapidly structure ideas and presentations both as individuals and as members of a team.
- The ability to shift material quickly and efficiently, and to structure it into a coherent argument.
- The ability to research material related to companies and business contexts under the pressure of tight deadlines.
- Organizational abilities in relation to teamwork including presentation and report writing skills.

Course structure and indications of the learning and teaching design

The course is taught using a combination of **lectures, case analyses, class discussions, presentations, and outside guest speakers**. The readings will give you a broad picture of what international management is all about, sustainability issues across global value chain. During lectures, case studies will be discussed on which **substantial classroom discussion** is encouraged and expected.

Groups of students will also be required to develop **an international management project** for an international firm (based on background information supplied in class) and present their ideas and strategic recommendations in class. Based on the written analysis of the project (**5,000 words**), which will be handed in after the presenting session in the course.

Groups of students will also be required to present a remarkable business failure through a "biggest business blunders" **video project**. The goal is to show fellow students why these firms failed and what we can learn from them.

Students will be asked to analyze **all case studies individually**, some **in a written two-pager format**, some **orally**, on weekly basis. It is the express policy of the class that no late assignments will be accepted under any circumstances.

Course literature

Relevant literature will be published in the course syllabus. The literature will be uploaded until the start of the course.

Additional course information

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Examination information

Examination sub part/s

1. Examination sub part (1/5)

Examination modalities

Examination type	Written work
Responsible for organisation	decentral
Examination form	Written work
Examination mode	Digital
Time of examination	Term time
Examination execution	Asynchronous
Examination location	Off Campus
Grading type	Group work group grade
Weighting	20%
Duration	--

Examination languages

Question language: English

Answer language: English

Remark

Group Examination Paper

Examination-aid rule

Free aids provision

Basically, students are free to choose aids. Any restrictions are defined by the faculty members in charge of the examination under supplementary aids.

Supplementary aids

Term papers

Written work must be written without outside help, according to the known citation standards, and a declaration of authorship must be attached, which is available as a template on the StudentWeb.

Documentation (quotations, bibliography, etc.) must be carried out universally and consistently according to the requirements of the chosen/specified citation standard such as e.g. APA or MLA.

The legal standard is recommended for legal work (cf. by way of example: FORSTMOSER, P., OGOREK R., SCHINDLER B., Juristisches Arbeiten: Eine Anleitung für Studierende (the latest edition in each case), or according to the recommendations of the Law School).

The reference sources of information (paraphrases, quotations, etc.) that has been taken over literally or in the sense of the original text must be integrated into the text in accordance with the requirements of the citation standard used. Informative and bibliographical notes must be included as footnotes (recommendations and standards e.g. in METZGER, C., Lern- und Arbeitsstrategien (latest edition)).

For all written work at the University of St.Gallen, the indication of page numbers is mandatory, regardless of the standard chosen. Where page numbers are missing in sources, the precise designation must be made differently: chapter or section title, section number, article, etc.

2. Examination sub part (2/5)



Examination modalities

Examination type	Active participation
Responsible for organisation	decentral
Examination form	Oral examination
Examination mode	Analog
Time of examination	Term time
Examination execution	Synchronous
Examination location	On Campus
Grading type	Individual work individual grade
Weighting	25%
Duration	--

Examination languages

Question language: English

Answer language: English

Remark

Class Participation and Cases

Examination-aid rule

Free aids provision

Basically, students are free to choose aids. Any restrictions are defined by the faculty members in charge of the examination under supplementary aids.

Supplementary aids

Active classroom participation

In the "active classroom participation" examination form, regular participation in class is assessed. The assessment criteria can be as follows:

Requests to speak enrich the discussion (productive) / requests to speak disturb the discussion (counterproductive);

Requests to speak are correct/requests to speak are incorrect;

Requests to speak are frequent/average/rare;

No requests to speak, but students follow the lesson/no requests to speak and students do not noticeably follow the lessons.

3. Examination sub part (3/5)

Examination modalities

Examination type	Presentation
Responsible for organisation	decentral
Examination form	Oral examination
Examination mode	Analog
Time of examination	Term time
Examination execution	Asynchronous
Examination location	On Campus
Grading type	Group work group grade
Weighting	15%
Duration	--

Examination languages

Question language: English

Answer language: English



Remark

"Big Business Blunder" Video Project

Examination-aid rule

Free aids provision

Basically, students are free to choose aids. Any restrictions are defined by the faculty members in charge of the examination under supplementary aids.

Supplementary aids

Practical examination

No examination-aid rule is necessary for such examination types. The rules and regulations of the University of St. Gallen apply in a subsidiary fashion.

4. Examination sub part (4/5)

Examination modalities

Examination type	Written work
Responsible for organisation	decentral
Examination form	Written work
Examination mode	Digital
Time of examination	Term time
Examination execution	Asynchronous
Examination location	Off Campus
Grading type	Individual work individual grade
Weighting	20%
Duration	--

Examination languages

Question language: English

Answer language: English

Remark

Written Case Assignments

Examination-aid rule

Free aids provision

Basically, students are free to choose aids. Any restrictions are defined by the faculty members in charge of the examination under supplementary aids.

Supplementary aids

Term papers

Written work must be written without outside help, according to the known citation standards, and a declaration of authorship must be attached, which is available as a template on the StudentWeb.

Documentation (quotations, bibliography, etc.) must be carried out universally and consistently according to the requirements of the chosen/specified citation standard such as e.g. APA or MLA.

The legal standard is recommended for legal work (cf. by way of example: FORSTMOSER, P., OGOREK R., SCHINDLER B., Juristisches Arbeiten: Eine Anleitung für Studierende (the latest edition in each case), or according to the recommendations of the Law School).

The reference sources of information (paraphrases, quotations, etc.) that has been taken over literally or in the sense of the original text must be integrated into the text in accordance with the requirements of the citation standard used. Informative and



bibliographical notes must be included as footnotes (recommendations and standards e.g. in METZGER, C., Lern- und Arbeitsstrategien (latest edition)).

For all written work at the University of St.Gallen, the indication of page numbers is mandatory, regardless of the standard chosen. Where page numbers are missing in sources, the precise designation must be made differently: chapter or section title, section number, article, etc.

5. Examination sub part (5/5)

Examination modalities

Examination type	Presentation
Responsible for organisation	decentral
Examination form	Oral examination
Examination mode	Analog
Time of examination	Term time
Examination execution	Asynchronous
Examination location	On Campus
Grading type	Group work group grade
Weighting	20%
Duration	--

Examination languages

Question language: English
Answer language: English

Remark

Presentation of Group Examination Paper

Examination-aid rule

Free aids provision

Basically, students are free to choose aids. Any restrictions are defined by the faculty members in charge of the examination under supplementary aids.

Supplementary aids

Practical examination

No examination-aid rule is necessary for such examination types. The rules and regulations of the University of St. Gallen apply in a subsidiary fashion.

Examination content

Group Level

- International management project (40% in sum):

Groups of students will be required to conduct their own analysis of a project for a multinational company. The topic will be free to choose for the group and can include various domains as e.g. a product launch in a foreign market, strategic alliance building, etc. (more information will be supplied in class). Groups will need to provide a written analysis (20%) of their project (max. 5,000 words). The verbal presentation will also be assessed (20%). Non- presenting students will be asked to provide comments and questions to the presentation, which will form the basis for their participation mark.

- "Biggest business blunders" video (15%):



Groups of students will also be required to present a remarkable case of failure of a firm in a video format and submit a one-page summary of the case. The goal is to generate valuable insights for the class on what can be learned from these failures.

Individual Level

- In-Class Participation and Cases (25%)
- Written Case Assignments (20%)

Students will be assessed on:

- Their knowledge on the content domain of International Management.
- Their ability to understand the strategic issues in the project they present, to use the appropriate analytical techniques, and to marshal the relevant data.
- The quality of the presentations, the written reports, and the examination questions; by quality in this context we mean the clarity and persuasiveness of each bit of work. This implies an ability to work in teams.
- Students failing to participate in their teams will lose the marks for that piece of work. In cases where we get signals from students that teamwork is not functioning, we will use a peer rating form to assess each individual's participation.

To assess the individual course participation, lecturers will use the regular HSG marking scheme.

Examination relevant literature

Relevant literature will be published in the course syllabus. Relevant literature will be uploaded to StudyNet until the start of the course.

Please note

Please note that only this fact sheet and the examination schedule published at the time of bidding are binding and takes precedence over other information, such as information on StudyNet (Canvas), on lecturers' websites and information in lectures etc.

Any references and links to third-party content within the fact sheet are only of a supplementary, informative nature and lie outside the area of responsibility of the University of St.Gallen.

Documents and materials are only relevant for central examinations if they are available by the end of the lecture period (CW21) at the latest. In the case of centrally organised mid-term examinations, the documents and materials up to CW 13 (Monday, 25 March 2025) are relevant for testing.

Binding nature of the fact sheets:

- Course information as well as examination date (organised centrally/decentrally) and form of examination: from bidding start in CW 04 (Thursday, 23 January 2025);
- Examination information (supplementary aids, examination contents, examination literature) for decentralised examinations: in CW 12 (Monday, 17 March 2025);
- Examination information (supplementary aids, examination contents, examination literature) for centrally organised mid-term examinations: in CW 14 (Monday, 31 March 2025);
- Examination information (regulations on aids, examination contents, examination literature) for centrally organised examinations: two weeks before ending with de-registration period in CW 15 (Monday, 07 April 2025).