

		SYLLABUS	
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PALAZZI FLORENCE ASSOCIATION FOR INTERNATIONAL EDUCATION
FLORENCE UNIVERSITY OF THE ARTS
ISB - INTERNATIONAL SCHOOL OF BUSINESS (BU)

INTERNATIONAL SCHOOL OF BUSINESS
 DEPARTMENT OF MANAGEMENT
COURSE TITLE: INTERNATIONAL MANAGEMENT
COURSE CODE: BUMAIM310

3 Semester Credits

1. DESCRIPTION

This course is designed for students interested in international business ventures and partnerships. Management, leadership, human resource management, organizational skills, and strategies will all be analyzed from a cross-cultural business perspective. A major focus is on strategies adapting managerial skills across cultures. Guest lecturers and on-site visits to international business ventures are an integral part of the course.

2. OBJECTIVES

Upon successful completion of this course students will:

- gain a comprehensive understanding of the challenges posed by globalization to international managers;
- gain knowledge of business practices and their impact on the conduct of business in the international stage (Europe in particular);
- experience how cultural differences influence communication, negotiation, strategy and corporate organization;
- arrange coherent and convincing presentations of related topics
- express and support their view in the discussion of relevant business cases.

3. REQUIREMENTS

Successful completion of Introduction to Management or equivalent is required for this course.

4. METHOD

This course consists of lectures, class discussions, and projects. Mediums for instruction used may include but are not limited to, interactive and hands-on activities which challenge thought processes, academic texts and studies, videos, slides, guided problem solving, and experiential and/or field learning activities where applicable.

The main issues and topics covered include: assessment of political, economic, legal, and technological environment in different countries and regions, strategic planning and strategy implementation, organization structure, the management of various types of international risk, cross-cultural communication, negotiations and decision-making, but also cultural, behavioral, social and ethical issues, and functional aspects of international management in increasingly

globalized world.

Lectures, power point presentations, structured class-discussions and short videos will be used. Students will also have the opportunity to learn by conducting presentations and working on case studies. In addition, each week a student will be required to sum up the previous lesson.

Each case study will be related to a topic or more topics discussed in class; through the case studies you will be given the opportunity to apply the information provided by the teacher (as well as further reading by the students is highly encouraged) with international management cases, as well as critically reflecting on them. Please see section 11 for a specific breakdown of the assignments and exams.

5. TEXT BOOK – FURTHER READINGS – RESOURCES

Luthans-Doh, *International Management: Culture, Strategy and Behavior*, 9th Edition, New York, McGraw-Hill, 2015

The Textbooks are pre-ordered and available at: Paperback Exchange in Via delle Oche 4r or laFeltrinelli Via dei Cerretani 40R. Textbooks may also be available for purchase online or in e-book format.

The text book is mandatory for successful completion of the course.

Where applicable, additional materials, handouts and/or notes will be provided by the instructor.

FURTHER READINGS

(Books listed below are available in the FUA library)

Hill, C.W. *International Business, Competing in the Global Marketplace*. Sixth Edition, New York, NY: McGraw-Hill Irwin, 2007

Deresky H., *International Management. Managing Across Borders and Cultures. Text and Cases*, Seventh Edition, Pearson, Prentice Hall., 2010

Jim O'Neill, *The Growth Map. Economic Opportunities in the BRICs and Beyond*, Penguin Books, 2011

LIBRARIES IN FLORENCE

The FUA library is located in Corso Tintori 21. Please consult the posted schedules for official opening times. Also note that the library is for consultation only and it is not possible to borrow materials. The library is equipped with a scanner and internet access so that you may save or email a digital copy of the pages needed.

Students may also utilize additional libraries and research centers within the local community:

Biblioteca Palagio di Parte Guelfa

Located in Piazzetta di Parte Guelfa between Piazza della Repubblica and Ponte Vecchio.

Please consult the library website for hours of operation:

http://www.biblioteche.comune.fi.it/biblioteca_palagio_di_parte_guelfa/

Biblioteca delle Oblate

Located in via dell'Oriuolo 26. Please consult the library website for hours of operation:

www.bibliotecadelleoblate.it

The Harold Acton Library at the British Institute of Florence

Located in Lungarno Guicciardini 9. Please consult the library website for hours of operation.

This library requires a fee-based student membership. For information: www.britishinstitute.it/en

6. FIELD LEARNING

This course does not include a field learning activity.

7. COURSE MATERIALS

No additional course materials are necessary.

8. COURSE FEES

Course fees cover course-related field learning activities, visits, and support the instructor's teaching methodologies. Book costs are not included in the course fee. The exact amount will be communicated by the instructor on the first day of class.

9. EVALUATION – GRADING SYSTEM

10% Attendance

10% Class Participation, and Presentation

10% Quiz

20% Case Analysis (and Its Presentation to the Class)

20% Midterm Exam, Field Learning Project (if applicable), Special/Research Project (if applicable)

30% Final Exam

A = 93-100 %, A- = 90-92%, B+= 87-89%, B = 83-86%, B-=80-82%, C+ = 77-79%, C=73-76%, C-=70-72%, D = 60-69%, F= 0-59%, W = Official Withdrawal, W/F = Failure to withdraw by the designated date.

10. ATTENDANCE – PARTICIPATION

Academic integrity and mutual respect between instructor and student are central to the FUA academic policy and reflected in the attendance regulations. Student presence is mandatory and counts toward the final grade.

On the **second absence** the attendance and participation grade will be impacted. Please note that missing certain field learning activities may count for more than one absence.

On the **third absence** the instructor may lower the final grade by one letter grade. (Example: Final grade average of 93% or A will become a B).

The fourth absence constitutes automatic failure of the course. Students with excessive absences will be asked to withdraw with a W (if before the deadline) or leave the course with a WF.

Late Arrival and Early Departure

Arriving late or departing early from class is not acceptable. Two late arrivals or early departures or a combination will result in an unexcused absence. Travel is not an exceptional circumstance.

Travel (or delays due to travel) is NEVER an excuse for absence from class.

It is always the student's responsibility to know how many absences he or she has in a course. If in doubt, speak with your instructor!

Participation: Satisfactory participation will be the result of contributing to class discussions by putting forth insightful and constructive questions, comments and observations. Overall effort, cooperation during group work and in-class activities, responsible behavior, and completion of assignments will be assessed.

11. EXAMS – PAPERS – PROJECTS

Class participation and oral presentation count for 10% of the final course grade. Topics for presentations will be proposed by instructor.

Quiz consists of 20 multiple-choice questions and counts for 10% of the final course grade.

Mid-Term Exam consists of 24 multiple-choice (48 points), 22 true/false (22 points), and 2 essay (30 points) questions. It counts for 20% of the final course grade. The mid-term exam will cover textbook and class materials.

Case Analysis will be assigned by the instructor. Students will be grouped into teams, and required to submit a class presentation. Presentation and class discussion counts for 20% of the final course grade.

Final exam consists of 24 multiple-choice (48 points), 22 true/false (22 points), and 2 essay (30 points) questions. It counts for 30% of the final course grade. **Final** exam will cover textbook and class materials related to the second part of the course

Remember that the date and time of the exams cannot be changed for any reason, so please organize your personal activities accordingly.

12. LESSONS

Please consider that the contents of individual classes may be changed throughout the course according to the class's progress.

Lesson 1

Presentation of the course. Introduction to the syllabus. Information on assignments and exams.

Lecture: Globalization. Free Trade. Economic Development and Global Inequality.

Objectives: Introduce the issues of international management. Understand the impact of globalization on international business and in changing the shape of corporate environment, analyze the impact of interdependence on large corporations and SMEs. Winners and losers of globalization, the emergence of BRICs and the key drivers of growth. Offshoring and outsourcing strategies.

Extra: Know each other, understand the academic plan for the semester, presentation of the course, information on assignments and exams.

Readings:

Textbook, ch. 1, *Globalization and International Linkages*, 34pp

Suggested reading: Jim O'Neill, *The Growth Map. Economic Opportunities in the BRICs and Beyond*, Penguin Books, 2011

Lesson 2

Lecture: National Differences in Political, Legal and Technological Environment and The Implications on Multinational Business.

Objectives: Understand the implications of key factors (local, regional, national and international) on the business of MNCs. Examine the emergence of multilateral institutions (the WTO) and regional trade blocs (the EU, Nafta, China, India, Russia and Middle East. Legal and political risk.

Readings: Textbook, ch. 2, *The Political, Legal and Technological Environment*, 26pp

Assignment: Prepare a Country Risk Analysis on a country to be chosen

Lesson 3

Lecture: Business Ethics and Corporate Social Responsibility (CSR). Issues and Challenges of Incorporating Ethics into Global Management

Class presentation: Teams will present to class their Country Risk Analysis

Objectives: Introduce the concept of ethics, business ethics and corporate social responsibility. The CSR impact model, geographical differences in CSR. International violations of ethical conduct. The Enron case.

Extra: Country Risk Analysis Due

Readings: Textbook, ch. 3, *Ethics, Social Responsibility and Sustainability*, 25pp

Assignment: read the Russell Athletic case (textbook, pp 92-96)

Lesson 4

Case discussion: Russel Athletic

Lecture The Meanings and Dimensions of Culture. Cultural Differences and Their Implications on Business

Objectives: Define the term culture, and discuss some of the comparative ways of differentiating culture. Describe the building blocks of culture and how culture ranks among the main environmental factors affecting management functions. Introduce the concept of organizational culture. Analyze field research culture dimensions: Globe Project, Hofstede's and Trompenaars' value dimensions. Critical cultural differences. New cultures: the internet.

Readings: Textbook, ch. 4, *Dimensions of Culture*, 36pp

Lesson 5

Lecture: The Strategy for Managing Across Cultures. Organizational Cultures and Diversity.

Objectives: Examine strategic dispositions that characterize responses to different cultures. Discuss cross-cultural differences and similarities. Define exactly what is meant by organizational culture, analyze the four most common categories of organizational culture, provide an overview of the nature and degree of multiculturalism and diversity in today's MNCs.

Extra: QUIZ (30 min)

Readings: Textbook, ch. 5, *Managing Across Cultures*, pag. 146-160 and Textbook ch. 6, *Organizational Cultures and Diversity*, pag. 174-196

Lesson 6:

Case discussion: Euro Disneyland (textbook: pages 250-259)

Lecture: Communication and Negotiation Across Cultures

Objectives: Analyze the definition of communication, examine some examples of verbal communication styles and explain the importance of message interpretation. Define the common downward and upward communication flows within organizations, examine the language, perception and culture of communication and nonverbal barriers to effective international communication. Review the most common approaches to international negotiation and how culture may influence the effectiveness of the process. Define the difference between negotiation and bargaining

Readings: Textbook, ch. 7, *Cross-cultural Communication and Negotiation*, pag. 200-235

Lesson 7:

MID TERM EXAM

Lesson 8:

MID TERM BREAK

Lesson 9:

Lecture: Competing in a Global Market Place. Strategic Management

Objectives: Discuss the meaning of strategic planning process for MNCs. Identify the basic steps in strategic planning, including environmental scanning, internal resource analysis of the MNCs strengths and weaknesses, goal formulation. Describe how an MNC implements the strategic plans. International strategies: reasons for going international. Different types of strategy.

Readings: Textbook, ch. 8, *Strategy Formulation and Implementation*, pag. 274-302

Lesson 10:

Case discussion: Tata “Nano”: The People's Car (textbook pag. 402-410)

Lecture: Developing and Implementing International Strategy.

Objectives: Describe how an MNC develops and implements entry strategies and ownership structures. Examine the major types of entry strategies: strategic alliances, equity alliances, non-equity alliances. Global and cross-borders alliances. Managing alliances.

Readings: Textbook, ch. 9 *Entry Strategies and Organizational Structures*, pp 306-320, ch 10, *Managing Political Risk, Government Relations, and Alliances*, pp 357-361

Lesson 11:

Lecture: Engineering Effective Organizational Structures and Control Systems

Objectives: Analyze and identify major differences in organizational structures, and assess which management control system are most appropriate in different situations

Readings: Textbook, ch. 9 *Entry Strategies and Organizational Structures*, pag. 321-338 only, and Textbook ch. 11, *Management, Decision and Control*, pag. 366-388

Lesson 12:

Case discussion: IKEA's Global Renovation (textbook pag. 537-543)

Lecture: Global Human Resource Management: Selection and Development

Objectives: Identify the three basic sources that MNCs can tap when filling management vacancies in overseas operations in addition to options of subcontracting and outsourcing. Describe the selection criteria and procedures used by organizations and individual managers when making final decisions. Describe the training process, the most common reasons for training and the types of training that are often provided.

Readings:

Textbook, ch. 14, *Human Resource Selection and Development Across Cultures*, pag. 492-533

Lesson 13:

Lecture: Motivation: How to Improve Performance and Develop Leadership. Leadership Styles and Practices Across Cultures.

Objectives: Define motivation and explain and explain it as a psychological process, examine the various theories of motivation in management literature. Understand the importance of job design, work centrality and rewards in motivating employees in an international context. Describe the foundation and styles of managerial leadership.

Teams will give a class presentation on case analysis. General case discussion will follow (Part I)

Lesson 14:

<u>Final Review</u>
<u>Objectives:</u> Teams will give a class presentation on case analysis. General case discussion will follow (Part II)

Lesson 15:
FINAL EXAM