

Format revised 2025
Syllabus reviewed in 2025

Florence University of the Arts (FUA) is an academic institution for study abroad in Florence, Italy. FUA collaborates with The American University of Florence (AUF), an international university offering US-style undergraduate and graduate degrees, in a cooperation to offer study abroad programs with a diverse breadth and depth of academic curriculum.

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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

Introduction to Management or equivalent. Unofficial transcript submission required.

4. METHOD

This course consists of lectures, class discussions, projects, and interaction with the local community. Mediums for instruction used will include, but are not limited to, interactive and hands-on activities which challenge thought processes, integrate relevant academic sources, may include multimedia references, propose creative problem-solving, and other appropriate forms of delivery as deemed appropriate to the course's purpose.

5. TEXTBOOK – FURTHER READINGS – RESOURCES

TEXTBOOK (Copy available at the university library):

- Luthans-Doh, *International Management: Culture, Strategy and Behavior*, 9th Edition, New York, McGraw-Hill, 2006

The textbook is mandatory for course participation and completion. Where applicable additional materials may be provided by the instructor.

FURTHER READINGS

- Hill, Charles W. *International Business, Competing in the Global Marketplace*. Sixth Edition, New York, NY: McGraw-Hill Irwin, 2007
- Deresky Helen. *International Management*, Seventh Edition, Pearson, Prentice Hall., 2011
- Jim O'Neill, *The Growth Map. Economic Opportunities in the BRICs and Beyond*, Penguin Books, 2013

LIBRARY

Course participants may access the campus library. Please consult the posted schedules for official opening times. Texts may be consulted on-site, and scanning/internet services available.

6. COURSE MATERIALS

No additional course materials are necessary.

7. 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. If this course requires a fee, the exact amount is communicated prior to enrollment.

8. GRADING AND EVALUATION & ATTENDANCE

10% Attendance

10% Participation

20% Assignments

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

20% Midterm Assessment

20% Final Exam

The above grade breakdown percentages reflect the grading scale standards in the “Grading and Evaluation System” section of the catalog.

Attendance

Class participation is mandatory. Based on the hours defined in the Academic Catalog's attendance policy, students may miss up to 2 class encounters delivered as lecture hours. A third absence constitutes a course failure.

Please note that absence hours may vary according to the learning methodology, as per the academic catalog policy on credit hours: https://catalog.fua.it/standard_regulation

9. EXAMS / PROJECTS / ASSIGNMENTS

Midterm Assessment: The midterm assessment accounts for 20% of the final course grade. It consists of an online submission including definitions, reflections, and short-answer and open-ended questions.

Final Exam: The final exam accounts for 20% of the final course grade. Format: the exam is divided into three sections:

- Part I: 10 Multiple choice questions. Each correct answer is worth 2 points, for a total of 20 points.
- Part II: 10 short-answer questions. Each correct and complete answer (concise explanations, main ideas, key words, names, etc.) is worth 5 points, for a total 50 points.
- Part III: essay questions; each correct and complete answer is worth 30 points (based on content, vocabulary, detail, etc.) for a total of 30 points.

The final exam is cumulative.

Case Analysis: The case analysis accounts for 20% of the final course grade. Students will be grouped

into teams and required to submit a class presentation on Lesson 10.

Assignments: This course requires at least 3 assignments as per the course outline in the syllabus. Further details are provided in the course portal.

10. COURSE OUTLINE

Lesson 1	
Meet	In class
Lecture	Globalization. Free Trade. Economic Development and Global Inequality. National Differences in Political, Legal and Technological Environment and The Implications on Multinational Business.
Objectives	<p>Gain an understanding of the issues of international management.</p> <p>Understand the impact of globalization on international business and in changing the shape of corporate environment.</p> <p>Analyze the impact of interdependence on large corporations and SMEs.</p> <p>Be able to identify winners and losers of globalization, the emergence of BRICs and the key drivers of growth.</p> <p>Gain knowledge about offshoring and outsourcing strategies.</p> <p>Understand the implications of key factors (local, regional, national and international) on the business of MNCs.</p> <p>Examine the emergence of multilateral institutions (the WTO) and regional trade blocs (the EU, Nafta, China, India, Russia and Middle East and identify legal and political risks.</p>
Readings/Assignments	<p>Read: Textbook, ch. 1, <i>Globalization and International Linkages</i>, 34pp</p> <p>Suggested reading: Jim O'Neill, <i>The Growth Map. Economic Opportunities in the BRICs and Beyond</i>, Penguin Books, 2011</p> <p>Read: Textbook, ch. 2, <i>The Political, Legal and Technological Environment</i>, 26pp</p> <p>Assignment #1 assigned, due by next class meet:</p> <ul style="list-style-type: none"> • Prepare a Country Risk Analysis on a country to be chosen

Lesson 2	
Meet	In class
Lecture	<p>Business Ethics and Corporate Social Responsibility (CSR). Issues and Challenges of Incorporating Ethics into Global Management</p> <p>Class presentation: Teams will present to class their Country Risk Analysis</p>
Objectives	<p>Gain an understanding of the concept of ethics, business ethics and corporate social responsibility.</p> <p>Understand the CSR impact model, geographical differences in CSR.</p> <p>Be able to identify international violations of ethical conduct.</p> <p>Gain knowledge about the Enron case.</p> <p><u>Extra:</u> Country Risk Analysis Due</p>
Readings/Assignments	<p>Read: Textbook, ch. 3, <i>Ethics, Social Responsibility and Sustainability</i>, 25pp</p> <p>Assignment: read the Russell Athletic case (textbook, pp 92-96)</p>

Lesson 3	
Meet	In class
Lecture	<p>Russel Athletic</p> <p>The Meanings and Dimensions of Culture. Cultural Differences and Their Implications on Business</p>

Objectives	<p>Understand the term culture, and discuss some of the comparative ways of differentiating culture.</p> <p>Identify the building blocks of culture and how culture ranks among the main environmental factors affecting management functions.</p> <p>Gain an understanding of the concept of organizational culture.</p> <p>Analyze field research culture dimensions: Globe Project, Hofstede's and Trompenaar's value dimensions.</p> <p>Gain knowledge of potentially critical cultural differences and new cultures emerging from the internet.</p>
Readings/Assignments	<p>Read: Textbook, ch. 4, <i>Dimensions of Culture</i>, 36pp</p> <p>Assignment #2 assigned, due by next class meet.</p>

Lesson 4	
Meet	In class
Lecture	The Strategy for Managing Across Cultures. Organizational Cultures and Diversity.
Objectives	<p>Analyze strategic dispositions that characterize responses to different cultures.</p> <p>Identify cross-cultural differences and similarities.</p> <p>Gain a deep understanding of what is meant by organizational culture, analyzing the four most common categories of organizational culture, providing an overview of the nature and degree of multiculturalism and diversity in today's MNCs.</p>
Readings/Assignments	<p>Read: Textbook, ch. 5, <i>Managing Across Cultures</i>, pag. 146-160 and Textbook ch. 6, <i>Organizational Cultures and Diversity</i>, pag. 174-196</p> <p>FINAL PROJECT OVERVIEW.</p>

Lesson 5	
Meet	In class
Lecture	<p>Euro Disneyland.</p> <p>Communication and Negotiation Across Cultures.</p>
Objectives	<p>Analyze the definition of communication, examine some examples of verbal communication styles and explain the importance of message interpretation.</p> <p>Be able to 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.</p> <p>Review the most common approaches to international negotiation and how culture may influence the effectiveness of the process.</p> <p>Define the difference between negotiation and bargaining.</p>
Readings/Assignments	<p>Read: Textbook, ch. 7, <i>Cross-cultural Communication and Negotiation</i>, pag. 200-235</p> <p>MIDTERM ASSESSMENT ASSIGNED, due prior to next class meet.</p>

Lesson 6	
Meet	In class
Lecture	Competing in a Global Market Place. Strategic Management.
Objectives	<p>Discuss the meaning of strategic planning process for MNCs.</p> <p>Identify the basic steps in strategic planning, including environmental scanning, internal resource analysis of the MNCs strengths and weaknesses, goal formulation.</p> <p>Gain knowledge of how an MNC implements the strategic plans.</p>

	Identify different international strategies aimed at going international.
Readings/ Assignments	Read: Textbook, ch. 8, <i>Strategy Formulation and Implementation</i> , pag. 274-302

Lesson 7	
Meet	In class
Lecture	Tata “Nano”: The People's Car. Developing and Implementing International Strategy.
Objectives	Understand how an MNC develops and implements entry strategies and ownership structures. Analyze the major types of entry strategies: strategic alliances, equity alliances, non-equity alliances. Gain an understanding of global and cross-borders alliances and how are they managed.
Readings/ Assignments	Read: Textbook, ch. 9 <i>Entry Strategies and Organizational Structures</i> , pp 306-320, ch 10, <i>Managing Political Risk, Government Relations, and Alliances</i> , pp 357-361 Assignment #3 assigned, due by next lesson.

Lesson 8	
Meet	In class
Lecture	Engineering Effective Organizational Structures and Control Systems.
Objectives	Analyze and identify major differences in organizational structures, and assess which management control systems are most appropriate in different situations.
Readings/ Assignments	Read: Textbook, ch. 9 <i>Entry Strategies and Organizational Structures</i> , pag. 321-338 only, and Textbook ch. 11, <i>Management, Decision and Control</i> , pag. 366-388

Lesson 9	
Meet	In class
Lecture	IKEA's Global Renovation. 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/ Assignments	Read: Textbook, ch. 14, <i>Human Resource Selection and Development Across Cultures</i> , pag. 492-533 FINAL PROJECT DUE

Lesson 10	
Meet	In class
Lecture	Motivation: How to Improve Performance and Develop Leadership. Leadership Styles and Practices Across Cultures. Final review. Group presentation.

Objectives	<p>Define motivation and explain it as a psychological process, examining the various theories of motivation in management literature.</p> <p>Understand the importance of job design, work centrality and rewards in motivating employees in an international context.</p> <p>Understand the foundation and styles of managerial leadership.</p>
Readings/ Assignments	Final Project Presentation

Lesson 11 Final Exam	
Meet	In class
Lecture	FINAL EXAM