

CET Syllabus of Record

Program: CET Florence

Course Code / Title: (FL/MGMT 321) International Management

Contact Hours: 45

Recommended Credits: 3

Primary Discipline / Suggested Cross Listings: Management / Business, International Business

Language of Instruction: English

Prerequisites / Requirements: Prior coursework in Economics or Business recommended

Description

Today's employees and managers need to be aware of the main global trends affecting business strategy, and the different sources for funding available in an international context. Further, they must develop both individual and effective team skills applicable to an international environment. This course examines the contemporary theories regarding human behavior and how these have developed in the contemporary, globalized workplace. Students are exposed to basic grounding in and working knowledge of the most important aspects affecting businesses globally as well as the main differences in national business cultures. Through an application-oriented approach, students are presented with the opportunity to gain practical experience and develop skills to apply, analyze, and solve real workplace problems as presented in case studies.

Emphasis is also placed on the development of effective communication skills: formal, brief, and concise report writing as well as oral presentations. At the end of the course, students understand how a business can take advantage of global markets, both in terms of funding their operations and selling their products and services. Students also learn how to be more effective when working with individuals of different nationalities, gain greater awareness of the factors that influence their effectiveness, and reflect on how different cultural codes can influence different styles of leadership in international business environments.

Objectives

In this course, students develop:

- Knowledge of how businesses operate in a global context, and how they can profit from this.
- Cross-cultural leadership skills.
- The ability to identify the specific characteristics of various national business cultures.
- The ability to formulate creative solutions to workplace problems taking into account differences in national business cultures.
- The ability to leverage differences in cultures to achieve enhanced performance.
- Team skills.
- Enhanced communication skills.

Course Requirements

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In this course, lectures combine with case study sessions. Students are expected to read assignments carefully before class and take detailed notes during lectures. Readings average approximately 30 pages per session. Classes also include interactive assignments and discussions in which students are expected to actively participate. Students are expected to apply the knowledge acquired during the course to analyze and resolve situations described in case studies. Students also engage in creative, group problem solving, an exercise intended to challenge them to develop their analytical and creative people skills.

Graded assignments include:

- **Participation:** Material preparation, completed reading before class, and collaborative group work are all evaluated. Active, meaningful and informed verbal and written contribution is most important.
- **Personal report:** A two-pages essay based on the individual student's cultural and social experience in Italy in relation to business development.
- **Group presentation:** Small groups of students are assigned one or more case studies for analysis, discussion, presentation and defense.
- **Mid-term and final exams:** Written, in-person assessments, with closed book. Consists of multiple questions that can be essays, definitions, case studies, or a mixture of all of these.

Grading

The final grade is determined as follows:

Participation:	20%
Personal report:	10%
Group presentation:	20%
Mid-term exam:	25%
Final exam:	25%

Class Participation Grading Rubric Template

	A – 90-100% Exemplary	B – 80-89% Proficient	C – 70-79% Developing	D – 60-69% Unacceptable	F – 0-59% Missing
Frequency of class participation	Actively contributes 2+ times per meeting	Actively contributes at least 1 time per meeting	Actively contributes at least half of the time during term	Actively contributes less than half of the time during term	Does not contribute

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Quality of class participation*	Contribution is always thoughtful, accurate, and constructive, frequently interacting with peers	Contribution is mostly thoughtful, accurate, and constructive, usually interacting with peers	Contribution is somewhat thoughtful, accurate, and constructive, sometimes interacting with peers	Contribution is rarely thoughtful, accurate, and constructive, rarely interacting with peers	Does not contribute or interact with peers
Level of class preparation	Always fully prepared and on task	Mostly prepared and on task	Somewhat prepared and on task	Rarely prepared and on task	Consistently unprepared and not on task

*Contribution format can occur in different ways depending upon the course.

Textbook

Deresky, Helen. *International Management: Managing Across Borders And Cultures: Text and Cases*. London, Pearson, 2021.

Additional Resources

In addition to chapters from analytical and technical works, students also read articles from international business periodicals such as *The International Herald Tribune*, *The Financial Times*, etc. Articles will be provided by the instructor throughout the course.

Outline of Course Content

Note: Fall/Spring students cover approximately 1 topic every 1 to 2 weeks. During the summer, when class periods are longer, students cover just over 1 topic per week.

Topic 1: Evolution of corporate structures

Topic 2: International currencies

Topic 3: Globalization: Strategies for non-domestic expansion

Topic 4: Funding a business through international capital markets. Global shifts of capital.

Topic 5: Review the work of Kluckholm & Strodtbeck on differences in national cultures

Topic 6: Review the work of Hall & Hofstede

Topic 7: Review the work of Trompenaar and Bjerg

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Topic 8: Review of the GLOBE Project – National Business Cultures

Topic 9: Review of effects of culture on the practice of leadership in different countries

Topic 10: Review of Cultural Intelligence (work of Chris Earley)