

University of Economics, Prague
INTERNATIONAL MANAGEMENT

IP_314
Spring 2017

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COURSE DESCRIPTION:

The international management is about how managers in firms, big or small, are affected by key environmental factors, such as politics and culture, and how they approach and resolve the differences and difficulties posed by international business opportunities and competition. The course discusses the role of the manager in the international firm. The great attention will be paid to the organizational structure, flow of authority and the process of decision making. Several alternatives of organizational structure will be presented and evaluated. Human resources in the international environment present the decisive role in the success of an international corporation. How to master and manage a cross-cultural issues - recruiting, selecting, training and compensating managers serving abroad especially in the EU. Which managerial skills are necessary for the success?

The aim of the course is to deepen and increase the knowledge of specifics connected with the activities of multinational companies (MNCs). Students will gain the knowledge about entry mode onto international markets, create organizational structures, managerial philosophy in host countries and techniques for increase of added value within multinational production and business chains (GVCs) and methods of managing international teams with corresponding situational managerial leadership style.

Upon successful completion of this course, students will be able to:

- to explain the specifics of international management in the cross-cultural environment;
- to evaluate possible entry modes on international markets;
- to learn how to work in compliance with multilateral treaties accepted by members of the WTO;
- will learn how to use models for evaluation of the international business environment;
- create international, transnational and multi-domestic strategy;
- will learn how to select the appropriate cross-cultural managerial style;
- will be able to apply the latest approaches and techniques of management in day to day business activities of a MNC.

READING MATERIAL:

Cullen John B, Parboteeah K. Praveen, *Multinational Management a Strategic Approach*, Thomson South-Western. 6th ed., 2014, ISBN 13:978-1-285-09622-3.

Particularly, chapters 1, 2, 3, 4, 5, 6, 8, 9,11,12,14, and 15

STUDENT EVALUATION GRADING:

Class attendance	20%
Case studies (2x)	10%
Midterm test	20%
Team project	20%
Final test	30%

COURSE FORMAT:

The course will be conducted in seminar form, **combining lectures and discussion**. Therefore, it's important for students to have read the assigned course materials. The course will also include **group casework and discussion**. Class discussion will focus on assigned readings and current business developments occurring in domestic, regional and global marketplaces and on managerial practice of international and global companies.

CASE ANALYSIS:

There are **several case study sessions** included in the course work. Students should be prepared to read and discuss cases in class sessions. Class work will include small group discussions of each case prior to a general class discussion or individual presentation of conclusions and/or recommendations. **Two of the case studies will be graded.**

EXAMS:

There will be one mid-term exam and final exam based on assigned readings and class discussions. The questions will be **multiple closed-up type** and will focus on issues related to the international management concepts and practices studied in the course. **The dated for the exams will be found in the course outline.**

COURSE SCHEDULE & CONTENT:

WEEK 1 /Feb. 15, 2017/ The Global Business Environment

- Environment of international business
- Forms of international business
- Internalization of the firm
- Management of political risk
- Sources of risk
- Home country
- Host country
- Corporate strategies to avoid and reduce risk

WEEK 2 /Feb. 22, 2017/ The National and Institutional Context in International Management

- Global players in international business, the WTO and the role of China
- The role of global business governance bodies
- Economic systems
- Emerging giants

WEEK 3 /Mar. 1, 2017/ Cross-cultural Issues in International Management

- Culture and its composites
- Hofstede's model
- 7d model
- Implications for management

WEEK 4 /Mar. 8, 2017/ The Porter's Model of the Nations Competitiveness + 1st GRADED CASE STUDY

- Factor conditions
- Demand conditions
- Related and supporting industries
- Firm strategy, structure, and rivalry
- The role of chance
- The role of government
- How to measure the competitiveness of the nations?
- The role of MNC in increasing the national competitiveness

WEEK 5 /Mar. 15, 2017/ the Strategy in International Business + TEAM PROJECT PROPOSALS

- What is strategy in international business?
- Strategy formulation
- Evolutionary approach
- Low cost and differentiation
- Multinational or multidomestic strategies
- Global strategy
- Marketing strategy supporting business strategy (in brief)

WEEK 6 /Mar. 22, 2017/ Organizing the Firm's Activities + 2nd GRADED CASE STUDY

- Organizational designs of MNCs
- Control and control mechanisms
- The new business model
- MNCs networks and strategic alliances
- *Examples and discussion*

WEEK 7 /Mar. 29, 2017/ Managing Human Resources around the World + MIDTERM TEST

- Staffing philosophies for international operations
- Developing international management teams
- Motivating and leading
- Building international teams
- Managing international teams
- The process of recruitment
- Performance evaluation
- Compensation approaches

WEEK 8 /Apr. 5, 2017/ Managerial Styles in Global Environment + SUBMISSION OF ESSAYS

- Global leadership
- Role of national context
- Three classical models
- Contemporary leadership perspectives
- *Examples and discussion*

WEEK 9 /Apr. 12, 2017/ International Business Negotiations + PRESENTATION OF ESSAYS

- Stages of business negotiations
- Building international negotiation teams
- Cross-cultural differences

WEEK 10 /Apr. 19, 2017/ Presentation of Essays

WEEK 11 /Apr. 26, 2017/ Day off granted by the Rector (President of the University) + CLASS CANCELLED

WEEK 12 /May 3, 2017/ Presentation of Essays

WEEK 13 /May 10, 2017/ Corporate Social Responsibilities + FINAL EXAM

- Global business ethics
- Why is it important?
- Building the new contract between MNCs and society
- Ethical audit
- Decision making considering externalities
- MNCs and sustainable development
- *Examples and discussion*

ESSAY(REPORT) & PRESENTATION:

The essay (seminar paper, report etc.) is designed to help the student gain experience in how to conduct a systematic and thorough analysis of a specific topic or issue related to international management. The key requirement of the essay is that it covers a global business topic and improves the communication skills of students. **The topic is approved by the professor.** The presentation of the essay takes place in the end of the semester.

ESSAY(PROJECT) & PRESENTATION FORMAT:

Each student should prepare an **essay (seminar paper, report etc.)** and **presentation as a part of a team (3-5 people)**. It is required that each team submits a **one-page typed topic proposal by WEEK 5**.

The **proposal** should include the following:

- a.** Brief description of a global problem.
- b.** Brief description of target region or country (if applicable).
- c.** Proposed method of investigation.
- d.** Sources of literature (crucial part).

The presentation should not exceed 15-20 slides. The essay (report) is due on the WEEK 8 (max. 10 pages long, 1.5 Times New Roman, justified, structured text with clearly indicated sources). Presentations will be graded based on quality. Quality is achieved when reports are clearly and interestingly presented for the students in class session. Presentations should be well organized, creative, accurate, well documented, and interesting. Essays (seminar papers, reports etc.) are considered authoritative when they are focused and supported by thoroughly documented information based on **relevant and cited sources**.

PRESENTATION:

Each team is required to prepare a 15-20-minute presentation of their research. Presentations will be followed by a question and answer in class session.