

IP_314 INTERNATIONAL MANAGEMENT

7 ECTS / 3 US credits

INSTRUCTOR: Associate Professor. Ing. Mikuláš Pichanič, Ph.D.
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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?

LEARNING OBJECTIVES:

- Introduce students to many challenges faced by managers of multinational companies in generating and transferring of knowledge across national settings, organizations and networks.
- A theoretically grounded presentation of a particular aspect of international management.
- Case assignments that assist the student in relating the theory to many practical problems which have to be effectively mastered by international managers

COURSE MATERIAL:

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

TEST I – chapter 1, 2, 3, 5, 6, 9, 10

STUDENT EVALUATION:

GRADING:

Class attendance	10 %
Midterm	30 %
Project	20 %
Final	30 %
Case (WTO)	10 %

COURSE FORMAT:

The course format will be conducted in seminar form, combining lecture and discussion. Therefore, it's important for students to have read the assigned course material.

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 managerial practice of international and global companies.

NOTE:

Class sessions normally commence with a brief look at current business issues, which relate to the world global problems. Students should be prepared to participate and contribute to the discussion. Hence, students should keep abreast of current world business developments by reading leading publications on business (i.e. The Economist, Financial Times, Wall Street Journal Europe, Prague Business Journal etc.).

CLASS PARTICIPATION:

Students are required to be involved in class activities. They are expected to show their preparation by participating in discussions, by asking **relevant** questions, being critical and analytical with the contents presented in class as well as by sharing their ideas and opinions. It is expected that students arrive to class on time and that they return promptly to class after any given class break.

Students are graded on their participation and contribution to class discussion.

Voluntary inputs are strongly encouraged.

ATTENDANCE:

Each unexcused absence results in lowering the semester grade by 5 points on a 100-point scale. Students with three or more unexcused absences will automatically fail the course. Two late arrivals to the class equal one unexcused absence. The USAC policy is that only absence for health (doctor's note required) or other serious reasons can be excused without any effect on the grade. In any case of absence, it is required to inform the teacher and the USAC office before the scheduled class start, otherwise, it won't be excused under any circumstances!

Every student who was excused from a class is responsible for obtaining information, notes and reading information, and prepare for the next class

CASE ANALYSIS:

There are several case study sessions included in the course work. Students should be prepared to 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.

NOTE:

Submitting a plagiarized paper is a violation of Czech law

EXAMS:

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

COURSE SCHEDULE & CONTENT

WEEK 1 the International Firm and the Manager

What is International Management?
Environment of International Business
Forms of International Business
Internalization of the Firm
What is a Global Company
Sources of Risk

WEEK 2 The Institutional Context of Multinational Management

Global Players in International Business
The Role of Global Business Governance Bodies
Trade Blocs
Economic Systems
Emerging Giants

WEEK 3 Global Culture

Creative Industries and its Classification
DHL Connectedness Index
A.T. Kearney Index
MT –Globalisation Report

WEEK 4 Cross Cultural Issues in MNG

Culture and its composites
Hofstede`s Model
7 d
Implications on MNG

WEEK 5 the Porter`s Diamond Model of the Nations Competitiveness

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 6 the Strategy in International Business

What is Strategy in International Business?

Strategy Formulation

Evolutionary Approach

Low Cost and Differentiation

Multinational or Multi-domestic Strategy

Global Strategy

Reasons for Forming Strategic Alliances and Joint Ventures

Marketing Strategy Supporting Selected strategies

WEEK 7 Organizing the Firm's Activities

Operations Management and Activities

Location of Facilities

Access to Markets

Global Sourcing

Logistics and Supply Chain Management

WEEK 8 Organizational Designs and Control of MNC

Defining Organizational Structure of MNC

Types of Organizational Structure of MNC

Organizational Restructuring of MNC

Control and Control Mechanisms

The New Business Model

WEEK 9 Managing Human Resources around the World

Staffing Philosophies for International Operations

Developing an International Management Teams

Motivating and Leading

Building International Teams

Managing International Teams

Expatriate Compensation

WEEK 10 Recruiting, Selecting, Compensating International Managers

The process of recruitment

Selection criteria

Performance evaluation

Compensation Approaches

Training

Repatriation

WEEK 11 Corporate Social Responsibilities

Global Business Ethics

Why is it Important?

Building the New Contract between MNC and Society

Ethical Audit

Decision Making considering Externalities

MNC and Sustainable Development

WEEK 12 Presentations

WEEK 13 Final

A. ESSAY AND PRESENTATION

The essay 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 topic and improves the communication skills of students.

B. FORMAT

Each student should present a presentation individually or as a part of a team.

It is required that each student or team submits a one-page typed topic proposal by week three. The proposal should include the following:

- a. Brief description of global problem.
- b. Brief description of target region or country.
- c. Proposed method of investigation.
- d. Sources of literature.

The presentation should not exceed 20 PT . The report is due on the 11th, week. Presentations will be graded on the basis of quality. Quality is achieved when reports are clearly and interestingly presented for the students in an in class session. Presentations should be well organized, creative, accurate, well documented, and interesting. Reports are considered authoritative when they are focused and supported by thoroughly documented information. The format of the presentation will be left to the style and objective of the authors, however, each paper must include the following:

- a. Title page: authors, course name and section, date
- b. Acknowledgements
- c. Body of the report.
- d. Conclusions and recommendations.
- e. Endnotes.
- f. Bibliography

C. PRESENTATION:

Each student or team is required to prepare a 25 minutes presentation of their research.

Presentations will be followed by a question and answer session. All sessions will be peer reviewed.