

University of Economics, Prague
INTERNATIONAL MANAGEMENT
IP_314

LECTURER: Ilya Bolotov, MBA, Ph.D.

OFFICE: NB 236 (New Building)

OFFICE HOURS: <https://insis.vse.cz/lide/clovek.pl?id=42388;lang=en>

TELEPHONE: +420 224 09 5642 **EMAIL:**

ilya.bolotov@vse.cz

COURSE DESCRIPTION:

The international management is a business science of how managers in firms, big or small, are affected by the key factors in the international business environment, such as politics and culture, and how they approach and resolve differences, difficulties and opportunities presented by these factors. The course discusses the role of the manager in an international firm. Great attention will be paid to the organizational structure, flow of authority and the process of decision making. Several alternatives of organizational structures will be evaluated. Furthermore, human resources in the international business environment play the decisive role in the success of an international corporation. Therefore, the ways of mastering and managing cross-cultural issues – recruiting, selecting, training and compensating managers serving abroad, especially in the EU, will be examined. *“Which managerial skills are necessary for success?”* will be one of the questions discussed.

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

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

- learn how to use models for evaluation of the international business environment;
- learn how to work in compliance with multilateral treaties accepted by members of the WTO;
- explain the specifics of international management in the cross-cultural environment;
- evaluate and choose possible entry modes into international markets;
- evaluate and choose between international, transnational and multi-domestic strategies;
- evaluate and choose between different organizational structures;
- learn how to adjust human resource management to local conditions;
- learn how to select the appropriate cross-cultural managerial style;
- be able to apply the latest approaches and techniques of management in day to day business activities of an MNC.

READING MATERIALS:

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% - Participation in online classes / self-study
Case Studies (2x)	10%
Midterm Exam	20%
Team Project	20% - Essay only, no presentation
Final Exam	30%

COURSE FORMAT:

The course will be conducted **combining lectures** (or **seminars** depending on the number of participants) and **discussions**. The course will also include **group casework**. Therefore, it is important for students to read the assigned course materials in advance. All discussions will be based on assigned readings and current business developments taking place in domestic, regional and global marketplaces, and on managerial practice of multinational companies.

CASEWORK:

There are **case studies** included in the course (usually after each topic). Students should be prepared to read and discuss the materials. Casework will include small team-based discussions of each case study prior to a general class discussion or individual presentation of conclusions and/or recommendations (the choice is up to students). **Two of the case studies will be graded (both may include written homework).**

EXAMS:

There will be one midterm exam and one final exam based on the course materials (professor's slides from lectures and reading materials). The questions will be of **multiple closed-up type (midterm exam)** and **open type (final exam)** and will focus on issues related to the international management concepts and practices studied in the course. **The dates for the exams can be found in the course schedule (the next section).**

COURSE SCHEDULE & CONTENT:

WEEK 1 Global Business Environment in International Management

- What is an MNC? How do companies internationalize? What are the benefits/costs of this process?
- Risks that MNCs incur and their mitigation
- What is international business environment? PEST analysis
- Regionalization, Globalization, and the WTO (+ additional international organizations)
- Trade policies. Trade wars. Embargos and Sanctions. The Pandemic
Examples / case study and discussion (possible prolongation to the next week)

WEEK 2 National Context in International Management

- What causes the differences between countries? (I)
- Levels of industrialization and economic systems
- Economic potential, BRICS (China, India?), MIST and the Next Eleven
- Managerial implications. EPRG model (I) *Examples / case study and discussion*

WEEK 3 Culture in International Management

- What causes the differences between countries? (II)
- Culture and its role
- Cultural dimensions, Three models
- GLOBE survey and its findings
- Managerial implications. EPRG model (II) *Examples / case study and discussion*

WEEK 4 Measuring National Context – Suggested Indicators

- Porter's diamond as a business-related model
- Contemporary ways of measuring competitiveness
- Global Competitiveness Report (WEF), Competitiveness Yearbook (IMD)
- Economic Complexity (Harvard + MIT), Global Innovation Index (WIPO)
- Doing business report (WB)
*Examples / case study and discussion – **First graded case-study***

WEEK 5 Strategy in International Management

- What strategies do MNCs employ?
- Porter's generic strategies as a basis, value chain, outsourcing
- Analysis of industry and competition
- Internationalization and Multinational strategies • MNCs' networks and strategic alliances
Reading: Global value chains (theory and examples)
Examples / case study and discussion (possible prolongation to the next week)

WEEK 6 Organizational Design in International Management

- How are MNCs structured?
- Simple organizational structures as a basis, Internationalization
- Worldwide organizational structures

- Transnational-network and Metanational structures
- Control and coordination mechanisms

Examples / case study and discussion

WEEK 7 Human Resources in International Management + MIDTERM EXAM •

What are the specifics of International Human Resources Management (IHRM)?

- Types of employees, expat managers, e.HR
- EPRG model as a basis
- IHRM practices and national context
- International teams and their management

Examples / case study and discussion (prolongation to the next week)

WEEK 8 Managerial Styles and Motivation in International Management

- What is international leadership? How do managers motivate subordinates in MNCs?
- Three classical models of leadership
- GLOBE survey and its findings
- Contemporary perspectives, Transformational leadership
- Theories of motivation and national context

Examples / case study and discussion – Second graded case-study

WEEK 9 Business Negotiations in International Management + TEAM PROJECT PROPOSALS

- How do MNCs negotiate?
- International negotiation teams
- Stages of international business negotiations
- Negotiation tactics, dirty tricks
- Cross-cultural differences in communication. Non-verbal communication

Examples / case study and discussion

WEEK 10 Ethics and CSR in International Management

- The dangers of unethical behavior for MNCs – *a discussion*
- Ethical philosophy, Moral languages
- Legal basis, U.S. FCPA as an example, international codes
- Implementing ethics into managerial decisions
- MNCs and sustainable development, CSR *Examples / case study and discussion*

WEEK 11 PRESENTATION OF PROJECTS + SUBMISSION OF ESSAYS

WEEK 12 PRESENTATION OF PROJECTS + SUBMISSION OF ESSAYS

WEEK 13 FINAL EXAM, eventual PRESENTATION OF PROJECTS

ESSAY (PROJECT):

The essay (seminar paper, report etc.) is designed to help students gain experience in how to conduct a systematic and thorough research on a specific topic or issue related to international management. The key requirement of an essay in the course is that it covers a **global business topic with company-based examples and managerial implications** and **produces some value added**. Therefore, **the topic has to be approved by professor**, based on a **submitted onepage proposal**. The presentation of the essay takes place in the end of the semester.

PRESENTATION:

Each team is required to prepare a 15–25-minute presentation of their research. Presentations will be followed by a questions and answers (Q&A) session.

FORMAL REQUIREMENTS:

Each student should prepare an **essay (seminar paper, report etc.)** and **presentation**, both in a **team of 2–3 people**. It is required that each team submits a **one-page topic proposal by WEEK 10**.

The **proposal** should include the following:

- a.** Brief description of the problem and focus of the research (countries, industries etc.)
- b.** Goals and proposed method of investigation.
- c.** Names of companies chosen as examples (crucial part).
- d.** Sources of literature (crucial part). /no blogs and Wikipedia!/

The essay (seminar paper, report etc.) is due WEEK 12 (max. 10–15 pages long including the title page and references, Times New Roman 12, justified, line spacing 1.5, structured text with clearly indicated sections and sources!) but NOT LATER than the DAY OF PRESENTATION (upon consent of the professor). Essays (seminar papers, reports etc.) are considered authoritative only when they are focused and supported by thoroughly documented information based on **relevant and duly cited sources**. **The presentation should not exceed 15–25 slides.** Presentations will be graded based on quality. Quality is achieved when presentations are well-organized (structured), creative, accurate, and well-documented, as well as when the team is doing their best to **answer other students' questions in the following Q&A session**.