

Syllabus for course INTERNATIONAL MANAGEMENT

Course title:	International Management
Number of ECTS credits allocated:	6 (1 ECTS credit = 26 hours of workload)
Mode of delivery:	full-time; 2/2 (hours of lectures per week / hours of seminars per week) as semestral course
Mode of completion:	graded course
Prerequisites and co-requisites:	none

Aims of the course:

The aim of the course is to deepen and increase the knowledge of specifics connected with the activities of MNC. Students will study entry mode and creation of strategies for operation on foreign markets. Creation of organizational structures, managerial philosophy in host countries and techniques for increase of added value within multinational production and business chains and methods of managing international teams using different situational leadership styles.

Learning outcomes and competences:

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

- to explain the specifics of international management in 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 WTO
- will learn how to use models for evaluation of international business environment
- to master the methods and calculation techniques for evaluation of FDI
- create 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 MNC.

Course contents:

- 1. The International Firm and the Manager** (allowance 2/2)
 - a. What is International Management?
 - b. Environment of International Business
 - c. Forms of International Business
 - d. Internalization of the Firm
 - e. Management of Political Risk
 - f. Sources of Risk
 - g. Home Country, Host country
 - h. Corporate Strategies to Avoid and Reduce Risk
- 2. The Institutional Context of Multinational Management** (allowance 2/2)

- a. The global company
 - b. Globalization of value chain
 - c. The Role of Global Business Governance Bodies
 - d. Economic Systems
 - e. Roles of Emerging Giants
- 3. Global Culture** (allowance 2/2)
- a. Creative Industries and its Classification
 - b. Connectedness Index - DHL Index, A. T. Kearny
 - c. MNC in cultural and entertainment industries
 - d. Specifics of factors influencing creation of sustainable strategy
 - e. Value added chain
- 4. Cross Cultural Issues in MNG** (allowance 2/2)
- a. Culture and its composites
 - b. Hofstede`s Model
 - c. Implications on MNG
 - d. Using these models in MNG of global companies
- 5. The Porter`s Diamond Model of the Nations Competitiveness** (allowance 2/2)
- a. How to measure the competitiveness of the nations
 - b. Factor Conditions
 - c. Demand Conditions
 - d. Related and Supporting Industries
 - e. Firm Strategy, Structure, and Rivalry
 - f. Factor of Chance
 - g. The Role of Government
 - h. The role of MNC in increasing the national competitiveness.
- 6. The Strategy in International Business** (allowance 2/2)
- a. What is Strategy in International Business?
 - b. Strategy Formulation
 - c. Evolutionary Approach
 - d. Low Cost and Differentiation Strategy
 - e. Multi-domestic or Transnational Strategy
 - f. Global Strategy
 - g. Marketing Strategy Supporting Selected strategies
- 7. Strategic Alliances and Equity Investments** (allowance 2/2)
- a. The Move to Foreign Investments
 - b. FDI
 - c. M&A
 - d. Reasons for Forming Strategic Alliances and Joint Ventures
 - e. The Problem of Ownership
 - f. The Alliance Manager
- 8. Organizing the Firm`s Activities** (allowance 2/2)

- a. Operations Management and Activities
- b. Location of Facilities
- c. Access to Markets
- d. Global Sourcing
- e. Logistics and Supply Chain Management
- 9. Organizational Designs and Control of MNC** (allowance 2/2)
 - a. Defining Organizational Structure of MNC
 - b. Types of Organizational Structure of MNC
 - c. Organizational Restructuring of MNC
 - d. Control and Control Mechanisms
 - e. The New Business Model
- 10 Managing Human Resources around the World** (allowance 2/2)
 - a. Staffing Philosophies for International Operations
 - b. Developing an International Management Teams
 - c. Motivating and Leading
 - d. Building International Teams
 - e. Managing International Teams
 - f. Expatriate Compensation
- 11 Recruiting, Selecting, Compensating International Managers** (allowance 2/2)
 - a. The process of recruitment
 - b. Selection criteria
 - c. Performance evaluation
 - d. Compensation Approaches
 - e. Training
 - f. Repatriation
- 12 Corporate Social Responsibilities** (allowance 2/2)
 - a. Global Business Ethics
 - b. Building the New Contract between MNC and Society
 - c. Why is it Important?
 - d. Ethical Audit
 - e. Decision Making considering Externalities
 - f. MNC and Sustainable Development
- 13 Repetitive +Final Tests** (allowance 2/2)

Learning activities, teaching methods and workload (hours):

Type of teaching method	Daily attendance
Participation in lectures	26 h
Preparation for lectures	6 h
Attendance at seminars/workshops/tutorials	26 h
Preparation for seminars/workshops/tutorials	10 h

Preparation of term paper	30 h
Preparation of presentation	20 h
Preparation for mid-term test(s)	8 h
Preparation for final test	30 h
Total	156 h

Assessment methods and criteria:

Requirement type	Daily attendance
Active lecture/seminar/workshop/tutorial participation	10 %
Term paper	20 %
Presentation	20 %
Mid-term test(s)	20 %
Final test	30 %
Total	100 %

Assessment:

Graded courses	
1=A	Excellent (90 - 100%)
2=B	Very good (75 - 89%)
3=C	Good (60 - 74%)
4=F	Insufficient (0 - 59%)

Reading:

Type	Author	Title	Published in	Publisher	Year	ISBN
RQ	CULLEN, J B. -- PARBOTEEAH, P.	Multinational management : a strategic approach	[S.l.]	South-Western/ Cengage Learning	2014	978-1-285-09622-3
RE	SCHERMERHORN, J R.	Exploring management	Hoboken	John Wiley & Sons	2012	978-0-470-87821-7

RQ required
RE recommended