



CIEE Global Institute – Cape Town

Course name:	International Management
Course number:	(GI) BUSI 3003 CTSA
Programs offering course:	Cape Town Open Campus
Open Campus Track:	Business
Language of instruction:	English
U.S. semester credits:	3
Contact hours:	45
Term:	Fall 2019

Course Description

This course examines a multinational corporation and the ways it formulates, implements, evaluates, and conducts its international and global business in the most cost-effective and efficient way. As an organic entity, an organization must effectively coordinate all business units (human resources, finance, accounting, sales and marketing, R&D, logistics, corporate social responsibility, just to name a few) across national boundaries, extending them to places where the environment can be challenging and, at times, even hostile. Based on strong intercultural communication skills between all national and international units, management practices among the external and internal environments will constantly interact and determine the success or failure of a company in the international arena. This course will equip students with the necessary tools and concepts to analyze and understand the formulation, implementation and evaluation of a company.

Learning Objectives

By completing this course, students will:

- Develop a customized toolkit of concepts to analyze and understand the formulation, implementation and evaluation of a company on a domestic and international level.
- Manage the process internally and externally of how formal and informal institutions impact and interact with a multinational corporation.
- Apply different theories used by management (resource-based views; stakeholder and institutional theories; knowledge-based theory of the firm) and put academic theory into practical fieldwork for decisions on the right strategic orientation for the MNC.
- Deconstruct, rebuild, and put into best practice the strategic (internal and external) forces in global and national environments.
- Understand the ethics and corporate social responsibility (CSR) involved in the development and behavior of a MNC.
- Explain why there is expansion across borders; where the company should target its efforts; when and what the company's international strategy propulsion should be; and who is responsible for performance assessment.

Course Prerequisites



An entry-level course in general management, leadership, or business administration is recommended for this course. This course is not suitable for students without any previous management coursework. Knowledge of simple business analysis frameworks such as SWOT, 5-forces industry analysis, PLC (Product Life Cycle), and the marketing framework will be helpful.

Methods of Instruction

The course will be highly interactive between the instructor and the students. Students are expected to do the required readings before class so they can discuss the materials among themselves and with the instructor. PowerPoint presentations, including short video clips, will be used by the instructor to introduce the assigned material. Students are expected to prepare questions and interact thoughtfully in class. The list of online references at the end of the syllabus include articles from newspapers, periodicals and magazines that will also constitute mandatory reading for the exams. These articles will be assigned along with the book chapters to be read each week (see “Weekly Schedule” below).

Assessment and Final Grade

1. Midterm Exam:	20%
2. Final Exam:	25%
3. Summary Papers (2):	20%
4. Group Presentation:	15%
5. Class Participation:	20%
TOTAL:	100%

Course Requirements

Midterm Exam

The midterm examination will consist of the material covered during the first three weeks of class, including the PowerPoint presentations by the instructor, the readings given for those weeks, and the in-class discussions. You will be asked to write short essays on that material. You will be expected to write one page per question in class in clear and concise English, with well-structured sentences and using the business language and vocabulary of the class.

Group Presentation

The in-class presentation will be delivered by the students in groups of no more than 4 students. Each group will choose a topic on international management, which the instructor will give to the students. The presentation should be in PowerPoint and each group participant will present a part of the presentation, although all members should be familiar with the entire topic; it should not last more than 15 minutes and will be followed by a Q&A session.



The objective of the presentation is to give examples and illustrate management practices with real-life examples of MNCs demonstrating globalization and modes of entry from an international management perspective. More specifically, each group should present a thoughtful example of a company's expansion across borders, its targeted efforts, when and what the company's international strategy propulsion was and/or should have been, those responsible from an HR vantage point to carry out specific duties, and an overall performance assessment of this expansion example.

Summary Papers

There are two summary papers due on the last day of class in weeks 2 and 4, respectively. These should be a minimum of 1000 words, typed, double-spaced (12 font) and consist of a summary of the visits to local companies of international outlook.

Final Exam

The final examination will cover the course material within the six weeks of class, to include PowerPoint presentations by the instructor, the readings given for those weeks, and the in-class discussions. You will be asked to write short essays on that material.. You will be expected to write one page per question in clear and concise English, with well-structured sentences and using the business language/vocabulary given in class.

Participation

Participation is valued as meaningful contribution in the digital and tangible classroom, utilizing the resources and materials presented to students as part of the course. Meaningful contribution requires students to be prepared in advance of each class session and to have regular attendance. Students must clearly demonstrate they have engaged with the materials as directed, for example, through classroom discussions, online discussion boards, peer-to-peer feedback (after presentations), interaction with guest speakers, and attentiveness on co-curricular and outside-of-classroom activities.

It is expected that the student will attend and participate in class and debate the issues talked about in class. Therefore, reading materials should be read before class in order to be able to sustain a coherent and interesting debate.

Attendance Policy

Regular class attendance is required throughout the program, and all unexcused absences will result in a lower participation grade for any affected CIEE course. Due to the intensive schedules for Open Campus and Short Term programs, unexcused absences that constitute more than 10% of the total course will result in a written warning.

Students who transfer from one CIEE class to another during the add/drop period will not be considered absent from the first session(s) of their new class, provided they were marked present for the first session(s) of their original class. Otherwise, the absence(s) from the original class carry over to the new class and count against the grade in that class.



For CIEE classes, excessively tardy (over 15 minutes late) students must be marked absent. Attendance policies also apply to any required co-curricular class excursion or event, as well as to Internship, Service Learning, or required field placement. Students who miss class for personal travel, including unforeseen delays that arise as a result of personal travel, will be marked as absent and unexcused. No make-up or re-sit opportunity will be provided.

Attendance policies also apply to any required class excursion, with the exception that some class excursions cannot accommodate any tardiness, and students risk being marked as absent if they fail to be present at the appointed time.

Unexcused absences will lead to the following penalties:

<i>Percentage of Total Course Hours Missed</i>	<i>Equivalent Number of Open Campus Semester classes</i>	<i>Minimum Penalty</i>
Up to 10%	1 content classes, or up to 2 language classes	Participation graded as per class requirements
10 – 20%	2 content classes, or 3-4 language classes	Participation graded as per class requirements; written warning
More than 20%	3 content classes, or 5 language classes	Automatic course failure , and possible expulsion

Weekly Schedule

Week 1 Orientation Week

Class 1:1 Introduction to International Management

The main purpose of this course will be covered this week. General terms of international management practices will be discussed and introduced.

Week 2

Class 2:1 International Management in a Comparative Context



The general business environment of the country and city of study will be introduced, with particular emphasis on understanding these concepts in a comparative context.

Readings: Rodrigues (2009), Chapters 1 and 2.
International Journal of Social Responsibility: How to win the battle of ideas in corporate social responsibility: the International Pyramid Model of CSR
<https://jcsr.springeropen.com/articles/10.1186/s40991-017-0015-y>

Class 2:2 International Environmental Challenges

Globalization has brought about various challenges and complicated scenarios for MNCs. Cultural differences, different languages and ways of doing business have complicated the landscape of international business and have made it very challenging for managers to know the right response to the internal and external factors in strategic planning. A general picture of these happenings will be presented to the students.

Class visit to an international business in the Cape Town area with specific attention to its international management and international environmental challenges. A written summary report on the site is due in the next class session.

Readings: Rodrigues (2009), Chapter 3.

Due: First Summary Paper

Week 3

Class 3:1 Theories of International Trade

From Mercantilism to the Leontief Paradox, understanding theories of international trade offer the potential to predict content, direction, the capacity of international trade flows. Ideally, such theories would explain what nations export and import what goods and with what other nations under which economic, geographic, and political circumstances, and with what consequences.

Readings: Rodrigues (2009), Chapter 5.
The Concept of International Trade and Main Classic Theories
http://seaopenresearch.eu/Journals/articles/SPAS_11_10.pdf

Class 3:2 Modes of Market Entry

The prevalence of the term Globalization in business can imply, mistakenly, an easily discernible and universal pathway for business to operate in more than one state. However, entry into foreign markets requires consideration of the internal and external factors impacting business potential. With a multitude of



influences, businesses utilise an array of modes for market entry. Students will examine the differences between exporting, investment, and contractual modes, including the distinctions between:

- indirect, direct, and cooperative export
- assembly operations, licensing and franchising, management contracts, turn-key operations, subcontracting
- and branch, joint-venture, and wholly-owned subsidiaries

Readings: Rodrigues (2009), Chapters 4 & 6.

Class 3:3 Midterm Exam

Week 4

Class 4:1 International Management and National Cultures

Although globalization has brought about great advantages to the world, specific national cultures have tended to be neglected by international managers, many of whom tend to be unfamiliar or insensitive to foreign languages or cultures. This week, we will be discussing how culture impacts international business more than we realize and what managers can do to incorporate it into the social and cultural codes and strategies of the MNC.

Readings: Rodrigues (2009), Review chapters and readings previously assigned.

Class 4:2 MNC Site Visit

Visit to an international company based in the Cape Town area with specific attention to its international trade, modes of market entry, and international management & national cultures. A summary report of the visit to be written as homework.

Due: Second Summary Paper

Week 5

Class 5:1 Strategy in International Management

After having an understanding of the business structures facing MNCs, both internally as well as externally, a strategic plan should be put in place in order to deal with these new situations over which most leaders and managers have only limited control. This part of the course will show the students possible managerial approaches but also the mistakes that international management can make under uncertain conditions.

Readings: Rodrigues (2009), Chapters 10 & 11.



Due: Group Presentations

Class 5:2 International Business Operations and the Globalization of Markets

Designing global business operations as part of the business strategy involves many elements that we will be reviewing this week. These include global production, outsourcing, logistics, marketing, human resources management, as well as finance and accounting in an international and very complex environment. In order to make some sense of the complications that accompany globalizing businesses, we will start to put all the materials we have studied so far in the context of the operational aspects of the company.

Readings: Prepare for final exam, review all assigned readings and articles discussed in class.

Bloomberg Markets: Wal-Mart Balks at Paying \$600-Million-Plus in Bribery Case
<https://www.bloomberg.com/news/articles/2016-10-06/wal-mart-said-to-balk-at-paying-600-million-plus-in-bribe-case>

Harvard Business Review: The Globalization of Markets, Theodore Levitt
<https://hbr.org/1983/05/the-globalization-of-markets>

Due: Group Presentations

Week 6

Class 6:1 Business Ethics and CSR in International Management

Ethics and CSR in business, especially at an international level, are topics that all managers should be aware of, as highly controversial cases of corruption (e.g. Walmart in Mexico) and of environmental degradation (e.g. BP in the Gulf of Mexico) demonstrate. This week we will examine comparative concepts of CSR as public interest efforts as well as business practices.

Readings: Review all assigned readings and articles discussed in class in preparation of final exam.

Case Study - Grolsch: Growing Globally
<http://www.aacsb.edu/-/media/aacsb/publications/cds%20and%20dvds/globe/cases/grolsch-english.ashx?la=en>

Class 6:2 **Final Exam**



Course Materials

Readings

Rodrigues, Carl. *International Management: A Cultural Approach*. Third Edition. Montclair, SAGE Learning, 2009.

International Journal of Social Responsibility: How to win the battle of ideas in corporate social responsibility: the International Pyramid Model of CSR

<https://jcsr.springeropen.com/articles/10.1186/s40991-017-0015-y>

The Concept of International Trade and Main Classic Theories

http://seaopenresearch.eu/Journals/articles/SPAS_11_10.pdf

Bloomberg Markets: Wal-Mart Balks at Paying \$600-Million-Plus in Bribery Case

<https://www.bloomberg.com/news/articles/2016-10-06/wal-mart-said-to-balk-at-paying-600-million-plus-in-bribe-case>

Harvard Business Review: The Globalization of Markets, Theodore Levitt

<https://hbr.org/1983/05/the-globalization-of-markets>

Case Study - Grolsch: Growing Globally

<http://www.aacsb.edu/>

[/media/aacsb/publications/cds%20and%20dvds/globe/cases/grolsch-english.ashx?la=en](http://www.aacsb.edu/media/aacsb/publications/cds%20and%20dvds/globe/cases/grolsch-english.ashx?la=en)

Forbes Magazine: The Rise of Multicultural48" n-onl

<http://www.forbes.com/sites/insead/2013/08/01/the-rise-of-multicultural-managers/>

Harvard Business Review: How Starbucks' Growth Destroyed Brand Value

<https://hbr.org/2008/07/how-starbucks-growth-destroyed>

Online College: 20 Classic Case Studies Every Business Student Should Know

<http://www.onlinecollege.org/2011/10/03/20-classic-case-studies-every-business-student-should-know/>