



CIEE Global Institute - Rome

Course name:	International Management
Course number:	BUSI 3003 ROIT
Programs offering course:	Rome Open Campus (Business Track)
Language of instruction:	English
U.S. Semester Credits:	3
Contact Hours:	45
Term:	Fall 2019

Course Description

This course will examine the ways that international and multinational companies develop international management strategies to effectively fulfill their vision and mission. During the course, students will examine how a multinational corporation 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, where the international environment can be challenging and, at times, even hostile. Strong intercultural communication skills between all national and international units as well as constant management of the external and internal environments will determine the success or failure of a company in the international arena.

This knowledge will be learned in the European, Italian and Roman contexts, so that students can familiarize with the European context and compare it to the more familiar US context.

Learning Objectives

By the end of the course, students will be able to:

- Understand the global perspective of international business with specific focus on the European, Italian and local contexts.
- Discern the strategic options and challenges that firms face when they compete in the global economy.
- Discuss how internal, external, formal, and informal institutions impact an MNC.
- Analyze the frameworks (economic, cultural, political, economic, financial, among others) used in evaluating international activities and possible markets to maximize a company's strategic global success.
- Explain how different management theories (resource-based view; stakeholder and institutional theories; knowledge based theory of the firm) help upper management decide on the right strategic orientation of the MNC.
- Recognize and deal with strategic forces (internal and external) in global and national environments.
- Understand how internationalization affects the various departments and functions of a company
- Discern the skills and competencies managers need to succeed in a multinational environment, in particular cross-cultural awareness and stakeholder oriented communication as keys to effectiveness.
- Reflect on the personal management and methodological skills and competencies necessary in the business world, such as self-analysis, communication, teamwork, initiative, project management and presentation.

Course Prerequisites

An entry-level course in general management is required for this course.



Methods of Instruction

Instruction will be supported by a mix of authentic and secondary materials, including reports and case studies. The main classroom activity is discussion, initiated by short lectures and informed by the assigned materials. Readings are assigned to help students gain familiarity with key ideas and terms, which they will then be expected to integrate into their oral and written work (including the final exam). Active engagement in class will be enhanced through student-led presentations, and the connection and relevance of the course to Rome will be illustrated with a field trip to at least one local company that represents a global brand.

Assessment and Final Grade

Written Assignments:	20%
Group Presentation:	20%
Two 375-word reflection papers:	15%
Final Exam:	25%
Class Participation:	20%

Course Requirements

Written Assignments

Students are required to submit two written assignments (Font Times New Roman, size 12, single space, max. 3 pages) to show their understanding of the subjects covered in class. Usage of original source materials, photographs, illustrations is strongly suggested. A bibliography and citations are required and should be based on the APA guidelines (<http://www.apastyle.org/>). Additional requirements will be given by the instructor on the first day of class, so that the student understands precisely what is expected of him / her.

Group Presentation

Students will form team of 3-4 people. Each team will have to develop a project related to an international marketing topic. The presentation will be evaluated by the professor according to criteria such as adherence to the requirements, ability to adopt a critical point of view, quality of the audiovisual material, team work quality. More information will be provided at the beginning of the course.

Reflection Papers

All students are required to submit **375-word reflection papers** at the beginning of the course, to formulate their personal questions, and at the end of the course—to provide some answers to these questions. It is likely, though, that the questions will change and continue to expand.

Final Exam

Students will take a final exam at the end of the course. The exam (a mix of open questions, multiple choice questions and true-or-false questions) will cover all topics discussed and analyzed in class. More information will be provided at the beginning of the course.

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.



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

Please note this schedule is subject to change if opportunities arise to enhance the curriculum

Weekly Schedule

Week 1

Introduction and Overview

Class 1:1

Introduction to the course and syllabus review

Syllabus will be presented and reviewed, with emphasis on assessment methods and course requirements

Core concepts / terms of art

The Strategy Concept

Readings: Michael Porter, (1996), What is strategy? Harvard Business Review, 74(6): 61-78.



Week 2

The external environment and the Industry Analysis

This week students will begin the debate on the role of external environment on the competitive dynamics of an industry with a focus on the competitive forces operating both at the national level and at the international level

Class 2:1

Five forces analysis

Readings: Michael Porter, (1979). How Competitive Forces Shape Strategy, Harvard Business Review, 57 (2)

Due date for submission of Reflection Paper 1

Class 2:2

The competitive advantage of nations

Readings: Porter, M. E. (2011). Competitive advantage of nations: creating and sustaining superior performance. Simon and Schuster.

Week 3

Assessing the internal environment of the firm

This week students will understand how important is the internal combination of resources, capabilities and competencies to achieve superior performance in the industry. Students will be involved in a field activity to see how companies in Rome are able to outperform their competitors through the usage of the right resources

Class 3:1

RBV – Core and distinctive competencies

Readings: Hamel and Prahalad (1990), The Core Competence of the Corporation, Harvard Business Review, 71(2):75-85

Class 3:2

Field Activity: How resources of local companies in Rome can be used to outperform the competitors? Which resources are distinctive and superior in local shops in Rome?

Due date for submission of Written Assignment 1

Week 4

Growth strategies: diversification, internationalization and vertical integration

During this week students will focus their attention to corporate strategies to promote growth of the companies. Diversification, internationalization and vertical integration will be explained in detail with case studies and other readings.

Class 4:1 **Diversification, internationalization and vertical integration**



Reading: Porter, M. E., Goold, M., & Luchs, K. (1996). From competitive advantage to corporate strategy. Managing the multibusiness company: Strategic issues for diversified groups, 285, 285-314.

Class 4:2 **Field Activity:** How local universities can achieve growth? Implementing corporate strategies to become a global player in the education field: LUISS University.

Due date for submission of Written Assignment 2

Week 5

Organizational Design for global companies

After having understood the different elements of the international strategy, this week's sessions will guide the students towards the set of long-term decisions that allow to set up the right organizational structure of a global company.

Class 5:1

International organizational design

Readings: Mintzberg E. (1981). Organization Design: Fashion or Fit?, HBR

Class 5:2

Review

Week 6

Exam Week

The last week will be devoted to the final exam. Students will present their projects and will attend a written test consisting of multiple-choice, open and true-or-false questions

Class 6:1 **Project work presentations**

Due date for submission of Research Paper 2

Class 6:2 **Project work presentations**

Class 6:3 **Final Exam**

NOTE: this schedule is subject to change at the discretion of the instructor to take advantage of current experiential learning opportunities.

Readings

- Hamel and Prahalad (1990), The Core Competence of the Corporation, Harvard Business Review, 71(2):75-85
- Michael Porter, (1979). How Competitive Forces Shape Strategy, Harvard Business Review, 57 (2).
- Michael Porter, (1996), What is strategy?. Harvard Business Review, 74(6): 61-78.



- Mintzberg E. (1981). Organization Design: Fashion or Fit?, HBR
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