



CIEE Global Institute - Paris

Course name:	International Management
Course number:	(GI) BUSI 3003 PAFR
Programs offering course:	Open Campus (Business Track)
Language of instruction:	English
U.S. semester credits:	3
Contact hours:	45
Term:	Fall 2018

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 the end of this course, students will gain:

- The necessary tools and concepts to analyze and understand the formulation, implementation and evaluation of a company.
- An awareness of how internal and external as well as formal and informal institutions impact an MNC.
- A knowledge of the frameworks (economic, cultural, political, economic, financial, among others) used in the evaluation of possible markets for an MNC in its internationalization strategy.
- An understanding of how different theories used by management (resource-based views; stakeholder and institutional theories; knowledge-based theory of the firm) help upper management decide on the right strategic orientation for the MNC.
- An ability to recognize and deal with strategic (internal and external) forces in global and national environments.
- A deep understanding and acceptance of ethics and corporate social responsibility (CSR) in the development and behavior of an MNC.



Course Prerequisites

One prior introductory course in principles of business management is recommended, but not required. You will be presented the material in a clear and easy to understand way, and will get takeaways from the course, regardless of your previous business/marketing background.

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.

Assessment and Final Grade

Written Assignments:	25%
Group Presentation:	25%
Final Exam:	20%
Class Participation:	30%

Course Requirements

Written Assignments

By the end of Week 2 students will have to submit a 6-page paper (Font Times New Roman, size 12, double space) related to international marketing. The topic must be approved by the instructor. Original source materials, photographs, illustrations must be employed. Bibliography and citations are required and should be based on 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.

The second written assignment will be announced on the first day of class, fully discussed at the end of Week 2 and will be due at the end of Week 4.

Group Presentation

This will be delivered by the students in groups of no more than 4 students. Each will choose a topic on international management, which the instructor will give to the students on the first day of class. 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 whole topic; it should not last more than 20 minutes and will be followed by a Q&A session. Of utmost importance is to give examples and illustrate management practices with real-life examples of MNCs.



Class participation

As part of their work in this course, students should demonstrate learning beyond the submission of written assignments or presentations. As such, all students receive grades based upon participation.

Participation is valued as meaningful contribution in the digital and tangible classroom, utilising the resources and materials presented to students as part of the course. Students receive grades based upon their contributions both in the classroom and in the Canvas course. Meaningful contribution requires students to be prepared, as directed by the Instructor, in advance of each class session. Students must clearly demonstrate they have engaged with the materials they were given.

This includes valued or informed engagement in, for example, small group 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 students attend and participate actively in class. Assigned texts and case studies should be carefully read before the sessions in order for the students to be able to contribute to a coherent and interesting discussion. I do not assign too many readings, but it is vital to read and understand the case studies for each class, as they will be discussed heavily and it will impact your class participation score if you are not prepared.

In addition to in-class participation, there will be one weekly article posted in the “Discussions” section of the course on Canvas. I will post an article relevant to that week’s topics (highlighted below in the syllabus) on Monday morning by 8:00AM starting on week two and ending on week 5 (4 posts in total). Each participant will have to generate one original comment to contribute to the discussion, and respond to two of their peer’s comments within a thread at a minimum. You are welcome and encouraged to engage more in conversation, as this will help your participation grade. This will be expected by Thursday of each week before class starts, where we will wrap up the conversation at the beginning of class. This will add to your overall participation grade.

The class participation grade will be broken into three parts so that the student can track their progress. You will receive each segment at the end of the even number of weeks (Week 2, 4 and 6).

It is strongly encouraged that you bring an electronic device to class with you each day for the purpose of note-taking (laptop, tablet device, etc). Please note that if pop quizzes are given, they will be sent electronically as class begins.



Class Attendance and Punctuality

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 sessions will also result in a lower final grade.*

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 will be marked as absent and unexcused. No make-up or re-sit opportunity will be provided.

An absence in a CIEE course will only be considered excused if:

- a doctor's note is provided
- a CIEE staff member verifies that the student was too ill to attend class
- satisfactory evidence is provided of a family emergency

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	No academic penalty
10 – 20%	2	Reduction of final grade



More than 20%	3 content classes, or 4 language classes	Automatic course failure, and possible expulsion
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Weekly Schedule

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

Week 1

Session 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. 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.

Week 2

Session 1 & 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 with European examples to illustrate.

Session 3 Small-group visits to an international business (see above) and week 2 assignment submission

Week 3

Session 1 & 2: 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. Particular emphasis will be given to European cultures.

Session 3- Business site visit with Syrian Refugees in France. Location TBD



Week 4

Session 1 & 2: 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.

Session 3: Business Site Visit: Location TBD

Week 5

Session 1 & 2 International business operations

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.

Session 3: Business Site Visit: TBD

Week 6

Session 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.

Session 2: Group Presentations

Session 3: Final Exam