



CIEE Global Institute – Berlin

Course name:	International Management
Course number:	(GI) BUSI 3003 BRGE
Programs offering course:	Berlin Open Campus, Berlin Global Architecture and Design
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's global strategy.

Learning Objectives

Learning objectives for this course include:

- 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

This course is suitable for students who are open-minded and willing to learn; an entry-level course in general management is not required for this course. The course content will be demanding and comprehensive, but manageable if students are willing to make a commitment.

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 and online teaching materials will be used to introduce the material, which is enhanced by the readings assigned to students in advance. Students are expected to read all assigned materials, prepare questions and engage meaningfully in class.

One of the challenges is to get to know the resistance in organizations and paradoxes in management, in addition to the possibilities. We therefore study not only the classical management literature like Porter and Mintzberg (see below), but also familiarize ourselves with social and cultural factors in international management. The learning objectives may be gleaned from the individual course unit.

This knowledge will be gained in the European, German and Berlin contexts, so the student can compare management practices in the US and in Europe. During field trips to international companies based in Berlin, the student will experience first-hand the practical applications of the material learned in class.

Assessment and Final Grade

Students will be assessed according to the following criteria:

1. Three 375-word reflection papers: 15%



2. In-class group presentation (team):	20%
3. Management summary (individual):	20%
4. Participation:	20%
5. Final Exam:	25%
TOTAL:	100%

Course Requirements

The objective of the course is to develop a mindset through reading, thinking, discussing, writing and presenting. “International Management” is multifaceted, so it is important to develop a personal approach when dealing with this subject.

All students are therefore required to submit **375-word reflection papers** at the beginning of the course, to formulate their personal questions, in the middle 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.

After the participants have read the text, a small team will present it during an **in-class group presentation**. The requirement here is to expand on the text and to prepare it for discussion in the classroom. It is left for the team to decide how to structure the presentation. The assessment is on how well the team manages to creatively imbue the contents with its individual thoughts and examples. Following the team work and presentation, all members of the team write a reflection paper (report) on their insights gained from the examination of the respective topic.

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. Students are also expected to prepare 3 – 5 questions to ask guest speakers in class and during business visits. Questions should be submitted via Canvas beforehand.



All course participants are requested to **actively participate** in the course and to commit to a high quality and a good atmosphere conducive to learning.

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

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

Week 1

Class 1:1

Course Introduction

- The main purpose of this course will be covered. Personal interest and learning goals of students will be considered.
- Understanding the economy of Berlin and its international startup scene – presentation and discussion of the study "Booming Berlin."
- Finally, information and tasks for the following sessions will be distributed

Self-Reflection:

What do I want to get out of my International Management Class? A 375-word reflection paper has to be prepared after the first two sessions.

Reading:

Wöbken, Hergen. "Booming Berlin." *Berlin: IFSE*, 2017.

http://www.ifse.de/uploads/media/IFSE_Booming_Berlin_English.pdf

Week 2

Class 2:1

Hackathon

- Initially a "hackathon" is an event where a group of programmers and other experts jointly design a software or hardware product within a few



days. In this session, we will simulate a hackathon to generate business ideas in small groups. The goal of this teaching unit is to become familiar with new ways of collaborative work and working methods of startups.

Reading:

Research, starting with <https://en.wikipedia.org/wiki/Hackathon>,
<http://wiki.coworking.org/w/page/16583831/FrontPage> et al

Class 2:2

What would Google do? | The Lean Startup

- What would Google do? New rules for international management?
"Google is not just a company, it is an entirely new way of thinking about understanding who we are and what we want. Jarvis has done something really important: extend that approach to business and culture, revealing just how revolutionary it is." (Chris Anderson, Author of The Long Tail)
- The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses: "The Lean Startup will change the way we think about entrepreneurship. As startup success rates improve, it could do more to boost global economic growth than any management book written in years." (Tom Eisenmann, Professor of Entrepreneurship, Harvard Business School)

Reading:

Jarvis, Jeff. *What would Google do?* Collins Business, 2009
New Architecture (p.24) – New Attitude (p.82) – New Ethic (p.91)
<http://buzzmachine.com/wwgd/>

Ries, Eric. *The Lean Startup*. Crown Business, 2011
Introduction – Part One: Vision (p.1-72) <http://theleanstartup.com/>

Week 3

Class 3:1

Pitch-Event at Axel Springer Plug and Play



- Axel Springer Plug & Play (<http://www.axelspringerplugandplay.com/>) is a Berlin-based pre-seed startup accelerator. It is a joint venture between the Plug and Play Tech Centre and Axel Springer and offers a global network and international opportunities. The Axel Springer Plug & Play 100-day acceleration program offers a place to work, access to a global network and 25,000 euros in funding. In return, you are asked for 5% equity. We will attend the pitch-event and have the chance to meet entrepreneurs and investors afterwards.

Meeting point:

Markgrafenstraße 12, 10969 Berlin at 4:30 PM

Class 3:2

Site Visit to betahaus, Aufbau Haus & Startup Scene

- After the Axel Springer Plug & Play accelerator we visit further locations to understand the most recent developments in Berlin. International Management is generally associated with large corporations. Here we see the new international networks that shape our digital economy today.
- betahaus is a coworking space in Berlin, Hamburg, Sofia and Barcelona. The first location was opened in April 2009 in Berlin at Moritzplatz. The community consists of startups, entrepreneurs, corporate teams, freelancers and makers, who to various degrees collaborate and cooperate. betahaus Berlin currently counts over 500 members.
<http://www.betahaus.com/berlin/story/>
- The Aufbau Haus on Berlin's Moritzplatz in the Kreuzberg district is a unique combination of culture and the creative industries. In the summer of 2011, the first section of the refurbished factory building was opened, comprising 17,500 square meters of retail and office spaces.
<http://www.aufbauhaus.de/english-summary>

Meeting point:

Prinzessinnenstraße 19-20, 10969 Berlin at 9:30 AM



Class 3:3 The Structure and Content of Culture

- We start with the discussion of the site visits.
- "Performance more often comes down to a cultural challenge, rather than simply a technical one." (Lara Hogan, Engineering Director at Etsy)
"In order to manage culture, you must understand what culture is, what content culture covers, and how to assess it. It is dangerous to oversimplify this concept because of the illusion that one is managing culture when one is, in fact, managing only a manifestation of culture and, therefore, not achieving one's change goals."

Reading:

Schein, Edgar H. *The Corporate Culture Survival Guide*,
Jossey-Bass, 1999/2009. "Part One: The Structure and Content of Culture"

Week 4

Class 4:1 Strategy

- In an international context, set competitive advantages can only be obtained and protected for the future if new markets are generated, new rules of competition are established and new valuable business designs will be created. In these two sessions, we will be laying the foundations for handling strategic challenges.

Reading:

Porter, Michael E. "What is Strategy?" *Harvard Business Review*, 1996.

Mintzberg, Henry et al. *Strategy Safari*. The Free Press, 1998. Chapter One: "And Over Here, Ladies and Gentlemen: The Strategic Management Beast"

Hamel, Gary. "Strategy as Revolution." *Harvard Business Review*, 1996.

———. "First, Let's Fire All the Managers." *Harvard Business Review*, 2011.

Class 4:2 Managing for Stakeholders and Corporate Social Responsibility

- In his influential book *Strategic Management: A Stakeholder Approach*, R. Edward Freeman put forward the argument that managers are not just

answerable to shareholders. In addition to shareholders or stockholder they also need to consider any group or individual who can affect or is affected by the achievement of the firm's objectives. The stakeholder's view of strategy integrates both a resource-based view and a market-based view and adds a socio-political level. We will also have a look at the debate about the responsibility of business in an international environment.

- We have a closer look at the concept of Corporate Social Responsibility and some innovative and inspiring examples of CSR. Will Social Responsibility of Business in the years to come no longer mean "Doing Good" or "Not Doing Harm"? Will it have to come to mean converting social problems into opportunities for profitable business?
- Finally, we will prepare field research in preparation for visits to co-working spaces.

Reading:

Freeman, R. Edward. "Managing for Stakeholders." Article, 2007.

Online research, starting with

https://en.wikipedia.org/wiki/Corporate_social_responsibility

Week 5

- Class 5:1 Working jointly in an international environment - using co-working spaces as an example, part one
- In this first session on co-working spaces, we will investigate examples from Berlin. We will form small groups, each of which will visit a co-working space. On site, the space is described and members asked about their experiences.
- Class 5:2 Co-working spaces – site visits
- On this day, we will visit different Berlin co-working spaces - exact details to follow.
- Class 5:3 Working jointly in an international environment - using co-working spaces as an example, part two

- In the second session, we will jointly discuss the results of the field research and analyze the strengths and weaknesses. What is important when doing the evaluation? How would we design an ideal co-working space for our optimal work requirements?

Week 6

Class 6:1

Repetition and practical exercises | Blue Ocean Strategy

- What have we learned so far? Are there any open questions? Or some knowledge gaps to close? After a lot of input and many theories there is time for a look back and for issues which have been raised during the course so far. And there is time for some practical exercises on theories and concepts we got to know.
- Blue Ocean Strategy was developed by W. Chan Kim and Renée Mauborgne. They observed that companies tend to engage in head-to-head competition in search of sustained profitable growth. Yet in today's overcrowded industries competing head-on results in nothing but a bloody red ocean of rivals fighting over a shrinking profit pool. Lasting success increasingly comes, not from battling competitors, but from creating blue oceans of untapped new market spaces ripe for growth.

Reading:

Kim, W. Chan. *Blue Ocean Strategy*. Harvard Business School Press, 2005.
<https://www.blueoceanstrategy.com/>

Class 6:2

International Management – conclusion and outlook

- At the end of our course, all students will present their final paper and their learning journey during the course.

Reading:

Christensen, Clayton M. *How will you measure your life?* Harper Collins Publishers, 2012.

Readings



- Christensen, Clayton M. *How will you measure your life?* Harper Collins Publishers, 2012.
- Freeman, R. Edward. "Managing for Stakeholders." Article, 2007.
- Hamel, Gary. "Strategy as Revolution." *Harvard Business Review*, 1996.
- . "First, Let's Fire All the Managers." *Harvard Business Review*, 2011.
- Jarvis, Jeff. *What would Google do?* Collins Business, 2009.
- Kim, W. Chan. *Blue Ocean Strategy*. Harvard Business School Press, 2005.
- Mintzberg, Henry et al. *Strategy Safari*. The Free Press, 1998.
- Porter, Michael E. "What is Strategy?" *Harvard Business Review*, 1996.
- Ries, Eric. *The Lean Startup*. Crown Business, 2011.
- Schein, Edgar H. *The Corporate Culture Survival Guide*. Jossey-Bass, 1999/2009.
- Wöbken, Hergen. "Booming Berlin." *IFSE* (online), 2017.
- Weick, Karl E. *The Social Psychology of Organizing*. McGraw-Hill, 1979.
- . *Managing the Unexpected*. John Wiley & Sons, 2001.