



CIEE Global Institute - Santiago de Chile

Course name:	International Management
Course number:	(GI) BUSI 3003 STCH
Programs offering course:	Open Campus (Business Track)
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 analyse 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 analyse 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 behaviour of an MNC.

Course Prerequisites



An entry-level course in general management is required for this course. This course is not suitable for students with no previous management coursework.

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

Students will be assessed according to the following criteria:

Midterm examination:	20%
Final examination:	25%
Two site visit summary papers:	15%
In-class group presentation:	20%
Class participation:	20%
TOTAL:	100%

Course Requirements

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 and therefore should bring all the material and notes to class. 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. Likewise, the final examination will cover the course material of the six weeks for a similar examination.

The in-class presentation 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.

The two summary papers are due on the last day of class in weeks 2 and 4, respectively. These should be 2 pages in length and consist of a summary of a visit to a local company that is international in its outlook.



Finally, 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.

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.

In one session of every week all students will submit a short writing of 10 lines making a brief summary of a weekly news of Latin American relevance taken from one global newspaper (e.g.: Financial Times, or the business section of a global newspaper, or from a business section of a Chilean, Argentinian or Brazilian newspaper), and give one short oral explanation why he/she views the importance of the chosen news, and the criteria will be how close to the course current discussions is the news connected. This is considered participation evaluation. At the end of the semester the student will have to have 6 financial news briefings, that will count for the 20% overall evaluations.

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.

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	Introduction to International Management
Class 1.1	International Management Introductory concepts and references. 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 emphasis on understanding these concepts in a comparative context in Latin America
Class 1.2	The institutional factor for international management.
Class 1.3	Regulatory framework in Latin America in comparative perspectives. Readings: Deresky, 2013, Chapters 1 and 2.
Week 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, and examples from Chile, Argentina and Brazil will be given. Readings: Lane and Maznevski, 2014, Chapters 2, 3 and 4.
Class 2.1	Site visit: Small-group visits to an international business corporation in Santiago, or Buenos Aires or Rio and summary report due.
Class 2.2	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: http://www.levyinstitute.org/pubs/wp_635.pdf
Class 2.3	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: Deresky, 2013, Chapter 7.

Week 3 International management and national cultures

Class 3.1 Global and local cultures in corporation management. Conflicts and trade off. 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.

Class 3.2 Global versus local leadership 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.

Class 3.3 Challenges in Latin America. Case studies of Chile, Argentina and Brazil.

Readings:
Deresky, 2013, Chapters 3, 4 and 5.

Open-book Midterm examination (do not forget to bring all course material, readings, and notes).

Week 4 Strategy in international management

Class 4.1 Guest speaker. Local corporation leader.

Class 4.2 Site Visit to an international company based in Santiago, and summary report due on the following session.

Class 4.3 Discussion and workshop. Individual presentation of site visit report. After understanding the business structures facing MNCs, both internally as well as externally, a strategic plan should be put in place 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: Luthans and Doh, 2011, Chapters 8, 9, 10 and 11.



Week 5 International business operations

- Class 5.1 The innovation question in international management. The knowledge-based problem. Cases in Latin America.
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.
- Class 5.2 Global Entrepreneurship. The mobility problem. Cases in Latin America.
- Class 5.3 In class presentations
Readings: De Toni, 2011, Chapters 1, 4, 8, 10 and 14.
In-class presentations

Week 6 Business ethics and CSR in international management

- Class 6.1 Business and Politics in Latin America. Cases and discussions. 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.
- Class 6.2 Environmental evaluation in big investment projects. Controversies in Chile and Brazil.

Reading:
Buchholtz and Carroll, 2008, Chapters 9 and 10.
- Class 6.3 Wrapping up the learning experience of the course. Final examination (do not forget to bring all course materials and notes).

Course Materials

Readings



Buchholtz, Ann. K. / Carroll, Archie B. *Business and Society* (7th Edition). South-Western, CENGAGE Learning. 2008.

De Toni, Alberto F. *International Operations Management*. Gower. 2011.

Deresky, Helen. *International Management: Managing Across Borders and Cultures, Text and Cases* (8th Edition). Prentice Hall, 2013.

Lane, Henry W. and Maznevski, Martha. *International Management Behavior: Global and Sustainable Leadership*. Wiley. 2014.

Luthans, Fred and Doh, Jonathan, P.: *International Management: Culture, Strategy, and Behavior* (8th Edition). 2011. McGraw-Hill/Irwin.

Online resources

Forbes Magazine: The Rise of Multicultural"

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