



CIEE Global Institute - Paris

Course name:	International Management
Course number:	(GI) BUSI 3003 PAFR
Programs offering course:	Open Campus
Open Campus track:	Business
Language of instruction:	English
U.S. semester credits:	3
Contact hours:	45
Term:	Spring 2020

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 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(x2):	25%
Group Presentation:	25%
Final Exam:	20%
Class Participation:	20%
Debate	10%

Course Requirements

Important: all course assignments must be turned in on time. Any late submissions, or assignments not delivered on the due date (such as presentations) will receive a grade of 0%.

Written Assignments

By the end of Weeks 3 and 4 students will have to submit a 1,500-word paper (Font Times New Roman, size 12, double space) related to international management. 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. Students are expected to refer to Canvas for writing prompts, rubrics, etc.

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 from a set provided by the instructor 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 15 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.

Final Exam

Students will receive a take-home final exam at the end of the course. The exam (short-answer and essay questions) will cover all topics discussed and analyzed in class. Students will receive the exam at the end of Week 4.

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 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.

The class participation grade will be broken down into three parts so that students can track their progress. Each grade is assigned at the end of even-numbered weeks (Weeks 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.

Debate

Students will be placed in pre-selected groups to debate on a current topic that is relevant to international management. Topics and guidelines will be given out in advance with time to prepare during the course.

Course Attendance and Punctuality

Regular class attendance is required throughout the program, and all unexcused absences* may 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 and the final grade for the course will be lowered by 3 percentage points.

*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 will 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.*

*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. 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.*

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

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	Potential reduction of participation grade
10 – 20%	2	Written warning; reduction of final grade by 3%
More than 20%	3	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 / Orientation Week

Session 1: Introduction to 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.

Reading

Course syllabus.

Week 2 / Scope and Challenges in Management

Session 1: International environmental challenges

Though strides have been made in developing successful global managers, it is a sad truth that too many companies assume that they can do things abroad in the same manner as they do them domestically. As a result, most managers still lack the necessary cultural awareness when dealing with overseas employees and partners, as



well as the experience of managing increasingly complex processes long distance. Learn about the steps leaders can take to develop in prospective global managers the "empathic qualities" necessary for working with individuals and systems unlike their own.

Reading

Google Project Oxygen (Case study).

Session 2: Business Site Visit - [SUEZ S.A](#)

SUEZ is a leading French multinational with worldwide operations primarily in water, electricity, natural gas supply, and waste management. The group will visit the headquarters of the company in La Défense and attend a conference on the firm's strategy and international expansion.

Readings

Please visit the company's [website](#) and social media platforms and come prepared with questions.

Session 3: Debate on Trends in International Management.

Please refer to Canvas for group assignments and debate prompts, as well as materials to use as support.

Readings

Obesity management (Case study).

Week 3

Session 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 with 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 US and European cultures.

Readings

Three cultures or management (Case study).

Managing the millennial generation (Case study).



Session 2: Design and Management of International Joint Ventures

An international joint venture is a company that is owned by two or more firms of different nationalities. The purpose of most international joint ventures is to allow partners to pool resources and coordinate their efforts in order to achieve results that neither could obtain acting alone. Virtually all multinational enterprises now use international joint ventures. Joint ventures are the mode of choice of both U.S. and Japanese multinationals about 30 percent of the time, for instance. This class reviews the reasons why companies create international joint ventures (for example, to strengthen the existing business, take existing products to foreign markets, bring foreign products to local markets, and diversify into a new business) and examines specific types of joint ventures (for example, research and development; raw material and component supply; and marketing and distribution). It then considers some guidelines for international joint venture success.

Readings

Merging American Airlines & US Airways (Case study).

Session 3: Business Site Visit. JLL

For more than 250 years, JLL has been a trusted partner to organizations who want more value from the commercial real estate they own, use and invest in. In this session, we will receive a presentation from JLL's Business Development Director on the evolving needs of real estate in the global market, as well as a tour of their facilities.

Readings

Please review the JLL [website](#) and social media platforms and come prepared to ask questions.

Week 3 assignment due.

Week 4: Strategic management skill building

Session 1: Strategy in international management

After gaining an understanding of the business structures facing MNCs, 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 2: Diversity & inclusion in business

Diversity and inclusion are increasingly important issues not only in business, but in every aspect of one's life. Diversity in virtually all forms has increasingly been shown to have a positive impact on the business world. In this session, students will look at positive ways companies have introduced D&I strategies into their firms, as well as examples of how ignoring D&I will harm profits and brand reputation.

Readings

How do we get there (Case study).

Gap & gender equality (Case study).

Session 3: Business Site Visit - Escape Room

As cliché as they may appear, escape room concepts strengthens teamwork and guarantees a fun and challenging way to communicate in a new and different way. Participants will engage with their peers to complete the task assigned for this team building exercise.

Week 4 assignment due.

Week 5: Ethical management in a corrupt business world

Session 1: Business ethics and corporate social responsibility (CSR) in international management

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

Readings

IKEA and Corruption A-D (Case study).

Session 2: Group Presentations.

Session 3: Managing internal communication and organizational development

The primary objective of this session is to explore what senior managers think they should be doing to improve communication in their organization, what they actually do in



communication terms, and the high workload which senior managers take on. Students will use role playing and act out scenarios to see what communication methods will work the best within large corporations.

Readings

How to be appropriately assertive (Case study).

Week 6 Application and trends in management

Session 1- Trends in international management

In order for any business to maintain its customer acquisition rate, and to progress in general, it must follow trends and adapt to new situations. There are new gadgets, online tools, apps, and platforms that help businesses around the world alter their approach, cut costs, and also advertise. In this session, students will learn up and coming trends that they can apply to different sectors relevant to their studies.

Session 2- Business Site Visit. TBA

Final Exam due.

Session 3- Conclusion

In our last session, we will discuss how your perception of issues faced by managers operating in an international context has evolved over the course. The discussion will also bear on foreseeable evolutions in the field and possible solutions to issues we have identified.

Course Materials

Bibliography

Deresky, Helen. *International Management: Managing across Borders and Cultures. Texts and Cases*. 9th ed. Pearson, 2016.

Lane, Henry W., and Maznevski, Martha L. *International Management Behavior: Global and Sustainable Leadership*. 7th ed. Wiley, 2014.

Luthans, Fred, and Doe, Jonathan. *International Management: Culture, Strategy and Behavior*. 10th ed. McGraw Hill, 2017.

Sweeney, Paul D., and McFarlin, Dean B. *International Management: Strategic Opportunities and Cultural Challenges*. 5th ed. Routledge, 2014.



Academic Integrity

CIEE subscribes to standard U.S. norms requiring that students exhibit the highest standards regarding academic honesty. Cheating and plagiarism in any course assignment or exam will not be tolerated and may result in a student failing the course or being expelled from the program. Standards of honesty and norms governing originality of work differ significantly from country to country. We expect students to adhere to both the U.S. American norms and the local norms, and in the case of conflict between the two, the more stringent of the two will prevail.

Three important principles are considered when defining and demanding academic honesty. These are related to *the fundamental tenet that one should not present the work of another person as one's own.*

The first principle is that *final examinations, quizzes and other tests must be done without assistance from another person, without looking at or otherwise consulting the work of another person, and without access to notes, books, or other pertinent information* (unless the professor has explicitly announced that a particular test is to be taken on an “open book” basis).

The second principle applies specifically to course work: *the same written paper may not be submitted in more than one course. Nor may a paper submitted at another educational institution be submitted to satisfy a paper requirement while studying abroad.*

The third principle is that *any use of the work of another person must be documented in any written papers, oral presentations, or other assignments carried out in connection with a course. This usually is done when quoting directly from another's work or including information told to you by another person* (the general rule in U.S. higher education is that if you have to look something up, or if you learned it recently either by reading or hearing something, you have to document it).

There are three levels of escalation establishing the seriousness of the plagiarism in question.

- **Level one plagiarism:** minor or unintentional plagiarism; leading to passable grade/failing grade on the assignment, depending on perspective of lecturer. No opportunity for resubmission.



- **Level two plagiarism:** significant plagiarism, but potentially due to poor referencing rather than intellectual property theft. This leads to a failing grade (potentially zero points) on the assignment. No opportunity for resubmission.
- **Level three plagiarism:** significant plagiarism, requiring investigation by the Center/Resident/Academic Director, and subsequent disciplinary panel.

Faculty will report any suspected circumstances of plagiarism to the Center/Resident/Academic Director immediately. Faculty can, if they deem it appropriate, require students to submit the Plagiarism Declaration Form (Appendix D) with each assignment as it is submitted.

In any case where Academic Honesty is in question while the student is still onsite at the program, and will impact the grade for the assignment in question, the CIEE Academic Honesty form (Appendix E) will be completed by the Center/Resident/Academic Director, signed by the professor, delivered to the student for signature and added to the student's permanent records. For any Level three violation, or repeated lower level violation, the Center/Resident/Academic Director will inform the student's home institution of the infraction and subsequent penalty.