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 completing this course, students will:

- Develop a customized toolkit of concepts to analyze and understand the formulation, implementation and evaluation of a company on a domestic and international level.
- Manage the process internally and externally of how formal and informal institutions impact and interact with a multinational corporation.
- Apply different theories used by management (resource-based views; stakeholder and institutional theories; knowledge-based theory of the firm) and put academic theory into practical fieldwork for decisions on the right strategic orientation for the MNC.
- Deconstruct, rebuild, and put into best practice the strategic (internal and external) forces in global and national environments.
- Understand the ethics and corporate social responsibility (CSR) involved in the development and behavior of a MNC.
- Explain why there is expansion across borders; where the company should target its efforts; when and what the company’s international strategy propulsion should be; and who is responsible for performance assessment.

Course Prerequisites

An entry-level course in general management, leadership, or business administration is recommended for this course. This course is not suitable for students without any previous management coursework. Knowledge of simple business analysis frameworks such as SWOT, 5-forces industry analysis, PLC (Product Life Cycle), and the marketing framework will be helpful.

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

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<thead>
<tr>
<th>Item</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Midterm Exam</td>
<td>20%</td>
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<tr>
<td>Final Exam</td>
<td>25%</td>
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<tr>
<td>Summary Papers (2)</td>
<td>20%</td>
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<tr>
<td>Group Presentation</td>
<td>15%</td>
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<tr>
<td>Participation</td>
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<td><strong>TOTAL</strong></td>
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## Course Requirements

### Midterm Exam

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. You will be expected to write one page per question in class in clear and concise English, with well-structured sentences and using the business language and vocabulary of the class.

### Final Exam

The final examination will cover the course material within the six weeks of class, including PowerPoint presentations by the instructor, the readings given for those weeks, and the in-class discussions. You will be asked to write five to seven short essays on that material. You will be expected to write one page (single spaced) per question in clear and concise English, with well-structured sentences and using the business language/vocabulary given in class.

### Summary Papers (2)

There are two summary papers due on the last day of class in weeks 2 and 4, respectively. These should be a minimum of 1000 words, typed, double-spaced (12 font) and consist of a summary of the visits to local companies of international outlook.

### Group Presentation

The in-class presentation will be delivered by the students in groups of no more than 4 students. Each group will choose a topic on international management, which the instructor will give to the students. 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 entire topic; it should not last more than 15 minutes and will be followed by a Q&A session.

The objective of the presentation is to give examples and illustrate management practices with real-life examples of MNCs demonstrating globalization and modes of entry from an international management perspective. More specifically, each group should present a thoughtful example of a company’s expansion across borders, its targeted efforts, when and what the company’s international strategy propulsion was and/or should have been, those responsible from an HR vantage point to carry out specific duties, and an overall performance assessment of this expansion example.

### Participation

Participation is defined as meaningful contribution in the digital classroom, using the resources and materials presented to students as part of the course. Meaningful contribution requires students to prepare in advance of each recorded session and regularly engage with the resources, discussions, reflective assignments, and all other online learning activities. Students are required to demonstrate engagement with course materials, for example, through insightful, constructive comments and by using subject-appropriate terminology in: online discussion boards, peer-to-peer feedback (after viewing the presentations of others), interaction with guest speakers, where available, and submissions related to other outside-of-class activities. Students should ensure that submitted commentary balances opinions, general impressions, and specific and thoughtful criticisms or contributions. Grades are based on the content, depth, and quality of the aforementioned types of meaningful contributions as measured per the Participation grading rubric in Canvas.

Students are also expected to use the Canvas inbox for communicating any clarifying questions they may want to ask about assessments or other course requirements.

## Technology Requirements
Participation requires access to a computer with microphone (a headset and microphone are preferred over built-in sound devices) and webcam; a stable and strong internet connection; and a quiet and well-lit environment.

Attendance

**Expectations:** In an asynchronous online learning format, attendance takes the form of active student engagement:

- in instructional activities, course content, course tools
- with the course instructor, other students, and
- by timely completion of all assessments.

“Attendance” is more than just logging into the course on Canvas. Students must establish a record of participation in academically related activities in order to comply with this requirement.

Academically related activities include, but are not limited to:

- submitting an academic assignment;
- taking an exam or quiz;
- attending a study group that is assigned by the instructor;
- participating in an online discussion about academic matters, designed by the instructor; or
- initiating contact in Canvas with the instructor to ask a question about the academic subject studied in the course.

Academically related activities do NOT include activities where a student may be present, but not academically engaged, such as:

- logging into an online class without active participation
- contributing to or engaging in the CIEE Orientation or Community Course(s)

**First Week of Class:** Online courses officially commence on the first day of the term. Students must demonstrate engagement in class by no later than day 5 of the term, or risk being administratively dropped from the course with no opportunity to re-enroll. Students administratively dropped from the course for failure to engage will be considered withdrawn from the program and subject to CIEE financial withdrawal policies and fees.

**Duration of Course:** Continued, regular class engagement is required throughout the scheduled duration of the course, and disengagement will result in a lower participation grade for any affected CIEE course. Due to the intensive schedules for completing courses online, consistent failure to engage in the course on a weekly basis (defined as failing to engage for two or more weeks of online learning) will result in a formal written warning from the CIEE Center Director.

CIEE instructors / staff will monitor student engagement on a weekly basis.

The weekly schedule below outlines due dates for asynchronous learning activities for this course.

*N.B. Please note the class schedule is subject to change if opportunities arise to enhance the curriculum.*

**Weekly Schedule**

**Week 1**

Class: 1.1 Introduction to International Management

**Week 2**
The instructor will present the concept of the course and explain the course requirements. General terms of international management practices will be discussed and introduced.

Class: 2.1  International Management in a Comparative Context

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.

Readings: Rodrigues (2009), Chapters 1 and 2.

*International Journal of Social Responsibility:* How to win the battle of ideas in corporate social responsibility: the International Pyramid Model of CSR


Class: 2.2  International Environmental Challenges
Globalization has brought about various environmental challenges and complicated scenarios for MNCs navigating local environmental policies. 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.

Class visit to the branch of a MNC in the city of study, with specific attention to its international management and international environmental challenges. A written summary report on the site visit is due in the next class session.

Readings: Rodrigues (2009), Chapter 3.

Due: First Summary Paper

Week 3

Class: 3.1 Theories of International Trade

From Mercantilism to the Leontief Paradox, understanding theories of international trade offers the potential to predict content, direction, and capacity of international trade flows. Students will be given an overview of the most important theories and discuss the strengths and weakness of these approaches.

Readings: Rodrigues (2009), Chapter 5. The Concept of International Trade and Main Classic Theories


Class: 3.2 Modes of Market Entry

The prevalence of the term “globalization” in business can imply, mistakenly, an easily discernible and universal pathway for a company 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 utilize an array of modes for market entry. Students will examine and debate the differences between exporting, investment, and various contractual modes.


Class: 3.3 Midterm Exam

Week 4

Class: 4.1 International Management & 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.

Readings: Rodrigues (2009), Review chapters and readings previously assigned.

Class: 4.2 MNC Site Visit

Visit to a MNC to understand its international trade strategies, modes of market entry, and international management as well as the national cultures of the countries in which the company is present. A summary report of the visit is to be written as homework.

Due: Second Summary Paper

Week 5

Class: 5.1 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 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: Rodrigues (2009), Chapters 10 & 11.

Due: Group Presentations

Class: 5.2 International Business Operations & the Globalization of Markets

Designing global business operations as part of the business strategy involves many elements, which 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.

Readings: Prepare for final exam, review all assigned readings and articles discussed in class.

Bloomberg Markets: Wal-Mart Balks at Paying $600-Million-Plus in Bribery Case


https://hbr.org/1983/05/the-globalization-of-markets

Due: Group Presentations

Week 6

Class: 6.1 Business Ethics & 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 publicized 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.

Readings: Review all assigned readings and articles discussed in class in preparation of the final exam.

Class: 6.2 Final Exam

Course Materials

Readings


Online Resources

The Concept of International Trade and Main Classic Theories


Bloomberg Markets: Wal-Mart Balks at Paying $600-Million-Plus in Bribery Case


https://hbr.org/1983/05/the-globalization-of-markets

Forbes Magazine: The Rise of Multicultural Managers


Harvard Business Review: How Starbucks’ Growth Destroyed Brand Value
https://hbr.org/2008/07/how-starbucks-growth-destroyed

Online College: 20 Classic Case Studies Every Business Student Should Know
http://www.onlinecollege.org/2011/10/03/20-classic-case-studies-every-business-student-should-know/