

Syllabus  
Course description

<b>Course title</b>	International Management
<b>Course code</b>	27340
<b>Scientific sector</b>	SECS-P/08
<b>Degree</b>	Bachelor in Economics and Management
<b>Semester and academic year</b>	2nd Semester 2023-2024
<b>Year</b>	3
<b>Credits</b>	6
<b>Modular</b>	No

<b>Total lecturing hours</b>	36
<b>Total lab hours</b>	-
<b>Total exercise hours</b>	9
<b>Attendance</b>	suggested, but not required
<b>Prerequisites</b>	None
<b>Course page</b>	<a href="https://www.unibz.it/insegnamenti-offerti">Insegnamenti offerti / Libera Università di Bolzano (unibz.it)</a>

<b>Specific educational objectives</b>	<p>The course refers to the typical educational activities chosen by the student and belongs to the scientific area of Economics/Business Administration.</p> <p>This is an optional course that students can choose in the 3<sup>rd</sup> year in order to customize their study plan – the course is a core subject in business administration. It is designed for acquiring knowledge in the field of international business and international entrepreneurship.</p> <p>The educational objectives of the course are the following:</p> <ul style="list-style-type: none"> <li>• To provide students the necessary understanding of the scope and function of international business theory and practice.</li> <li>• To provide students the necessary understanding regarding the impact of globalization, digitalization and other trends on business organizations and strategies and on how managers can deal with these issues.</li> <li>• To provide students the necessary understanding of how business practices vary widely across regions and countries.</li> <li>• To provide students the necessary understanding of “how to” formulate and evaluate winning global strategies.</li> </ul>
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<b>Lecturer</b>	Lorenzo Pratici
<b>Scientific sector of the lecturer</b>	SECS-P/08
<b>Teaching language</b>	English
<b>Office hours</b>	please refer to the lecturer's web page
<b>Lecturing assistant</b>	Dott. Rudi Tranquillini
<b>Teaching assistant</b>	-
<b>Office hours</b>	See timetable
<b>List of topics covered</b>	<ul style="list-style-type: none"> <li>• Introduction to the world of management: elements of organizational theories and management theories.</li> <li>• Management and globalization: (a) introduction to international management; (b) define globalization and its drivers; (c) challenges and issues of globalization for firms.</li> <li>• A stakeholder approach to international management: ethics and social responsibility.</li> <li>• Global corporate governance: (a) Corporate governance definition and key elements; (b) comparing global corporate governance programs; (c) OECD principles of corporate governance.</li> <li>• Cross cultural management: (a) the role of culture in international management; (b) cross-cultural communication and negotiation; (c) the role of multi-cultural diversity in global business.</li> <li>• Strategic international management: entry strategies and organizational structures.</li> <li>• Motivation across cultures: Maslow, Herzberg and McClelland's contributions.</li> <li>• Human Resources Management issues across the world.</li> <li>• Management of international non-profit organizations.</li> </ul>
<b>Teaching format</b>	Lecturer, discussions, individual/group assignments, problem-solving activities, case studies, guest lectures by colleagues/managers/entrepreneurs.

<b>Learning outcomes</b>	<p>Knowledge and understanding</p> <ul style="list-style-type: none"> <li>• Identify, analyze and evaluate key theories in international business and strategic management.</li> <li>• Understand and analyze drivers of globalization and its effect on management.</li> <li>• Identify different ethical constraints based on different cultural environment</li> <li>• Analyze different corporate governance and corporate compliance model across the world.</li> <li>• Understand and illustrate entry mode strategies of internationalizing firms.</li> </ul>
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- Understand and critically assess motivational drivers within firms based on different cultures and environment
- Identify key human resources issues across the globe and assess their impact on firms
- Understand and assess the implications of non-profit organizations intervention around the globe

#### Applying knowledge and understanding

- Analyze the international context in which an internationalizing firm operates, both in relation to the home and host countries.
- Analyze the different strategic options for companies operating abroad, according to their characteristics and the location/industry-related aspects where they operate or are embedded into.
- Evaluate and carefully choose methods and instruments to assess the attractiveness of international markets and screen and select the entry modes that represent the best option for a company, given its features, industry, product type and managerial team.

#### Demonstrate implications for management and organizations.

- Development of problem-solving and team work competencies.

#### Making judgements

- Compare relative advantages and risks of different forms of international involvement and entry mode strategies.
- Contextualize and critically analyze the problems and challenges related to the international development of the firm
- Demonstrate the capability to autonomously assess the best theoretical instruments to support decision making in international contexts.

#### Communication skills

- developed through focused in-class discussions and problem-solving activities through the use of real-life case studies
- team-dynamics are developed through group project work and oral communication skills are developed through the presentation of brief cases.
- demonstrate the ability to communicate in a clear

	<p>manner risks, opportunities, and strategies related to the international development of the firm.</p> <p>Learning skills</p> <ul style="list-style-type: none"> <li>• Integrate business and management skills related to other courses (e.g. business strategy) into the international context.</li> <li>• the student will test his/her ability to understand and critically assess each single aspects of international management.</li> </ul>
<p><b>Assessment</b></p>	<p>The students' assessment will be differentiated based on the type of attendance.</p> <p>More than 75% of class attended:</p> <ul style="list-style-type: none"> <li>- Project work assignment (40% of the total grade): each team will choose one of the topics of the course and do some research to get an in-depth understanding of the issues related to it. The teams will provide a written report and make a presentation in class on their findings.</li> <li>- Written exam (60% of the total grade) based on selected arguments of the course pack.</li> </ul> <p>Non-attending students:</p> <ul style="list-style-type: none"> <li>- Written exam of 90 minutes (100%) based on the text book.</li> </ul>
<p><b>Assessment language</b></p>	<p>English</p>
<p><b>Evaluation criteria and criteria for awarding marks</b></p>	<p>Attending students:</p> <ul style="list-style-type: none"> <li>• Group case-based assignment (40% of the total grade): quality, originality, and rigor.</li> <li>• Written exam (60% of the total grade): degree of reaching learning objectives.</li> </ul> <p>Relevant for the assessment 1: ability to work in a team, creativity, critical thinking and ability to reconnect real cases to theories.</p> <p>Relevant for the assessment 2: mastery of language, clarity of answers, ability to evaluate and establish relationships among topics and theories, ability to reconnect real cases to theories and to illustrate and discuss theoretical concepts in a critical and personal manner, also in relation to real contexts of analysis or</p>

	<p>simulations of real business problems.</p> <p>The exam is considered passed after achieving a</p> <p><b>MINIMUM GRADE of 18/30+ IN BOTH PARTIAL EXAMS</b> (Group case-based assignment) and (Written exam) regardless of the average achieved with both.</p> <p>Non-attending students: Written Exam (100%): degree of reaching learning objectives. Threshold: 18 out of 30+ points.</p> <p>Relevant for the assessment of non-attending students' exam: mastery of language, clarity and correctness of answers, ability to illustrate theoretical concepts in a proper way, ability to contextualize real case studies and reconnect them to established theories, ability to evaluate relationships and provide critical assessment.</p>
<p><b>Required readings</b></p>	<p>Stanwick, P., &amp; Stanwick, S. (2020). International Management: A Stakeholder Approach. Edward Elgar Publishing.</p>
<p><b>Supplementary readings</b></p>	<p>Research papers and reports announced throughout the course.</p>