Description of the course
In today’s global business world where the market is characterized by great complexity, managers are called to develop the individual and team skills applicable to an international environment. In fact, increasing globalization requires that managers and employees be open minded and highly sensitive to working with people from diverse cultures.

The orientation of this course is twofold:

- It is descriptive in that it is designed to provide students with a basic grounding in and working knowledge of different national business cultures, giving insights into the complexities of managing across borders and cultures.
- It is applications-oriented in that it provides students with the opportunity to gain practical experience. Students develop skills by applying, analyzing and solving real workplace problems as presented in case studies.

Regardless of the student’s career goals, this course will be relevant to him/her. Most probably at some point in the student’s life, he/she will either work with managers or become a manager within an international context. The increasing pressures on companies and individuals today make the need to develop international management skills all the more important.

Objectives
During this course, students develop:
- Cross cultural leadership skills including an understanding of and sensitivity to the complexities of working within an international context.
- The ability to apply international management theories and concepts to real world scenarios.
- The ability to identify and leverage the differences and similarities in cultures to achieve enhanced performance.
- Team skills
- Public speaking skills
Course Method & Requirements
Lectures, power point presentations, case studies, class discussions, short films, group/team work, guest lecturers (if possible), factory and site visits. Student involvement in discussions and interpretations of business situations and problems will be fundamental. In fact, students are also responsible for the success of the teaching method, as the pedagogical value of a method has to be enacted by each participant in the process. Students are expected to apply the knowledge acquired during the course to analyze and resolve situations described in case studies both individually and in groups/teams.

In addition to chapters from the textbook, supplemental case studies, and current event news articles, students are expected to keep abreast of contemporary developments in global business by reading the Business Week, Wall Street Journal, the New York Times, The Economist, and other similar journals. A minimum of 60 pages of reading will be assigned each week.

Methods of Evaluation
The final grade is determined as follows:

Class participation (10%): The student’s in-class participation allows the instructor to see if the student is understanding and keeping current with the materials. It also allows students to learn from each other. The right attitude means the student demonstrates a desire and willingness to study and learn while actively listening to the instructor and to peers during class discussions. Attendance is expected and recorded. Any factory or site visits will be mandatory.

In Class Assessment (10%)
This portion of the grade assessment holds the student responsible for weekly readings. One pop quiz and one short writing assignment, each worth 5% will be given during the semester. Pop quiz may consist of short answers, multiple choice, true/ false or direct questions. The short two page writing assignment may include oral presentation.

Written Term Paper (25%) / Oral Presentation (5%)
This is a team project. Teams will work with a local multinational wine company selected by the professor and will assist the top management to ascertain areas for improvement. The course work will include one or two visits to the company headquarters and interviews with the founders, managers. The course work will include research (text, publications, case studies, interviews, etc) and end with a paper and presentation with suggestions for the company.

On the due date hard copies typed in standard format are to be handed in to the professor at the beginning of class and an electronic copy readable by Word-Windows or Microsoft Word is to be submitted by email on the same day it is due.
Standard format: Title, maximum 15 pages (not including visual aids), Times New Roman, 12, 2 line spacing, 1 inch margins, Bibliography MLA style.

Term papers submitted late will receive a grade penalty as follows: 1 day—1 letter grade (e.g., A- to B-), 2 days—2 letter grades (e.g., A- to C-), more than 2 days—grade of 0 / F on the assignment.
The evaluation is done according to the following criteria:

- thoroughly organized university level work
- excellent use of original ideas and course inputs
- ability to approach an issue from various points of view and evaluate them critically
- good use of bibliography and footnotes. High quality sources need to be cited within term paper and listed at the end in the Bibliography. Class notes can build the frame of your argumentation, but will not be cited as primary sources.
- clarity of expression including quality of style (grammar, spelling).
- visual aids used to back up research (original powerpoint, original podcast/videos, images etc)

Midterm (20%): (covers Deresky “International Management” chapters 1,2,3,4,&5 in addition to supplements, case studies and class lectures). Exam cannot be rescheduled. Exam will include multiple choice questions, short answers and essay questions.

Final (30%): (covers Deresky “International Management” chapters 6,7,8,9 in addition to supplements, case studies and class lectures). Exam cannot be rescheduled. Exam will include multiple choice questions, short answers and essay questions.

Grading scale:
A+: 98-100%  
A: 93-97%  
A-: 90-92%  
B+: 87-89%  
B: 83-86%  
B-: 80-82%  
C+: 77-79%  
C: 73-76%  
C-: 70-72%  
D+: 67-69%  
D: 63-66%  
D-: 60-62%  
F: 59% and below

Primary Text

Recommended Additional Resources
On-line sources
www.businessweek.com
www.fortune.com
www.online.wsj.com (The Wall Street Journal)
www.hbr.org/ (Harvard Business Review)

Outline of Course Content
Please note that the following schedule may be changed based on class’s progress and/or availability of guest lecturer/factory visit, etc. In addition to text material, students will cover relevant case studies and current event news articles throughout the course.

Students are expected to have completed all reading assignments including textbook readings, handouts, case studies and Web research prior to each class and to be ready to participate during class discussions. The following chapter readings apply to “International Management” by Helen Deresky and include all cases and summaries within the chapter.
May

Wednesday May 31  Introduction to the course, Lecture Ch. 1 Assessing the Environment;

Finish Ch. 1; Personal SWOT Due; Case: Apple’s iPhones (group work and class discussion)

Ch. 2 Managing Interdependence and Case: Nike’s CSR Challenge (group work and class discussion)

Lecture Ch. 3 Understanding the Role of Culture; Blackberry’s Case (group work and class discussion)

Thursday June 1  site visit Avignonesi Winery Tour

Monday June 5  Finish Ch. 3; Case: Australia & New Zealand (team work)

Lecture Ch. 4 Communicating Across Cultures (team work)

Finish Ch. 4; Case: Miscommunications Brazil (skit / group work and class discussion)

Short Writing Assignment Due

Wednesday June 7  Lecture Ch. 5 Cross Cultural Negotiation and Decision Making; Brazil Orkut Case

Finish Ch. 5; Case: Facebook in China; midterm review

Guest Speaker to be confirmed

Thursday June 8  site visit Chiusi Siena (Farida Shoe Factory Tour and city tour)

Monday June 12  **MIDTERM EXAM** (covers Deresky “International Management” chapters 1,2,3,4,&5 in addition to supplements, case studies and class lectures)

Lecture Ch. 6 Formulating Strategy;  Case: Walmart in Africa; term paper preparation

Wednesday June 14  Finish Ch. 6; Case: After the Breakup: Volkswagen & Suzuki; **Term Paper Detailed Outlines due for all teams**
Lecture Ch.7 Implementing Strategy; Case: Nokia-Microsoft (group work and class discussion) Case: Indra Nooyi-A Transcultural Leader

Guest Speaker to be confirmed

Thursday June 15
site visit Vestri Chocolate Factory and city of Arezzo

Monday June 19
Lecture Ch.8 Organization Structure and Control Systems

Guest Speaker (International General Manager) to be confirmed

Wednesday June 21
Lecture Ch.9 Staffing, Training and Compensation; Case: Kelly’s Assignment in Japan (skit); term paper prep

**Term Paper Due for all teams** (presentations x teams each of x min.)

Thursday June 22
**FINAL EXAM** from 10 - 12 (covers chapters 6, 7, 8, 9 in addition to supplements, case studies and class lectures)