ABSO301– International Management

Course Title	International Management
Course Code	ABSO 301
Course Type	Elective
Level	BA (Level 1)
Year / Semester	4th
Teacher's Name	Dr. Nina Gorovaia-Zeniou

ECTS	6	Lectures / week	3	Laboratories/week	

Course Purpose	This course focuses on opportunities and challenges created by globalization. It examines cross-cultural and management issues related to management in an international marketplace. The aim of this course is to enable students to better analyse and understand the opportunities and challenges that companies face when expanding their activities internationally and when dealing with international competitors in their home markets. Special attention is placed upon international market entry strategies and different tools and analytic competences available to the managers when competing internationally.
Learning Outcomes	By the end of the lesson, the student will be able to: 1. To understand how culture affects all aspects of international management. 2. To be able to distinguish the major dimensions that define cultural differences among societies or groups. 3. To understand the interaction between culture and the use of the Internet. 4. To be able to develop a working cultural profile typical of many people within a certain society as an aid to anticipating attitudes toward work, negotiations, etc. 5. To gain some insight into different management styles around the world 6. To recognize the communication process and how cultural differences can cause noise in that process. 7. To appreciate the cultural variables that affect communication for both the sender and the listener. 8. To be aware of the impact of IT on cross-border communications. To learn how to manage cross-cultural business communications successfully.

	9. To learn how to manage cross-cultural business communications successfully 10. To become familiar with the role of negotiation in implementing a firm's strategy, and the various stakeholders who must be considered. 11. To learn the stages of the negotiation process and how to prepare for cross-cultural business negotiations. 12. To gain insight into the various types of negotiating styles around the world. 13. To recognize that managing negotiation requires learning about the culturally based behavioural differences, values, and agendas of the negotiating parties and how to build trust for successful negotiations. 14. To understand the reasons companies, engage in international business.[SEP] 15. To learn the steps in global strategic planning, including assessing entry strategies for different markets. 16. To become familiar with strategic planning for emerging markets. 17. To become familiar with the types of strategic alliances for international business, the challenges in implementing them, and guidelines for success in alliances. To understand what is involved in implementing strategies, including those for small businesses and those involved in emerging economies. 18. To consider how to manage the firm's performance in international joint ventures, with attention to knowledge management, government and cultural influence, role of e-commerce.

Prerequisites	ABSO103 and ABSO104	Co-requisites	None.

Course Content	• Understanding the role of culture
	    o Culture and its effects on organizations
	    o Cultural value dimensions
	    o The internet and culture
	    o Developing cultural profiles
	    o Culture and management styles around the world
	• Communicating across cultures
	    o The communication process
	    o Cultural noise in the communication process
	    o The culture–communication link
	    o Trust in communication
	    o Nonverbal communication
	    o Information technology: going global and acting local
	    o Managing cross-cultural communication[SEP]: developing cultural sensitivity, careful encoding, selective transmission, careful decoding of feedback, follow-up actions		

	- Negotiation: the negotiation process - Variables in the negotiation process - Understanding negotiation styles - Managing negotiation - Using the internet to support negotiations - Managing conflict resolution - Context in negotiations - Formulating strategy - Reasons for going international: reactive and proactive responses - Strategic formulation process - Steps in developing international and global strategies - Approaches to world markets - Global integrative strategies - Using e-business for global expansion - Strategic planning for emerging markets - Implementing strategy: small businesses, global alliances, emerging market firms - Strategic alliances - Joint ventures - Equity strategic alliances - Non-equity strategic alliances - Global strategic alliances - Global and cross-border alliances: motivations and benefits - Challenges in implementing global alliances - Implementing alliances between SMEs and MNCs - Guidelines for successful alliances - Implementing strategies for SMEs - Challenges in implementing strategies in emerging markets - Managing performance in International Joint Ventures - Knowledge management in IJVs - Government influences on strategic implementation - Cultural influences on strategic implementation - E-commerce impact on strategy implementation
Teaching Methodology	The course material is delivered to the students by means of lectures, conducted with the help of power point presentations and short videos. Case studies of international companies are analysed and discussed in class. Power point presentations used in class, lecture notes, some of the case studies are available to the students on the e-learning platform.
Bibliography	<u>Textbooks:</u> Deresky H. (2017) International Management, 9th Edition, Pearson

	References: Hodgetts R., Luthans F. (2003), International Management: Culture, Strategy, Behaviour, 6th Edition, Mcgraw Hill.
Assessment	(a) Methods: Students will be assessed with coursework that involves two midterm tests and a final exam. (b) Weights: • Mid-term test 20% • Assignment 20% • Final exam 60% (c) Criteria: The assessment criteria are assignment-specific and range from testing problem solving skills, knowledge of the material.
Language	English.