

# CET Syllabus of Record



**Program:** CET Florence  
**Course Title:** International Management  
**Course Code:** FL/IBUS 321  
**Total Hours:** 45  
**Recommended Credits:** 3  
**Suggested Cross Listings:** Economics, Business  
**Language of Instruction:** English  
**Prerequisites/Requirements:** None

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## Description

Today's employees and managers need to develop both individual and effective team skills applicable to an international environment. The orientation of this course is twofold:

1. It is descriptive in that it is designed to provide students with a basic grounding in and working knowledge of different national business cultures.
2. It is applications-oriented in that it provides students with the opportunity to gain practical experience. Students develop skills applying, analyzing and solving real work place problems as presented in case studies.

Emphasis in this course is also given to the development of effective communication skills: formal, brief and concise report writing as well as oral presentations. At the end of the course, students are able to understand the workings of teams and individuals with different nationalities and the factors that influence their effectiveness, and the different styles of leadership and how these are influenced by different cultural codes.

## Objectives

During this course, students develop:

- Cross-cultural leadership skills.
- The ability to identify the specific characteristics of various national business cultures.
- The ability to formulate creative solutions to workplace problems taking into account differences in national business cultures.
- The ability to leverage differences in cultures to achieve enhanced performance.
- Team skills.
- Enhanced communication skills.

## Course Requirements

In this course, lectures combine with case study sessions. Students are expected to read assignments carefully before class and take detailed notes during lectures. Readings average approximately 30 pages per session. Classes also include interactive assignments and discussions in which students are expected to actively participate.

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The course examines the contemporary theories regarding human behavior and how these have developed in the contemporary, globalized workplace. In addition to chapters from analytical and technical works, students also read articles from international business periodicals such as *The International Herald Tribune*, *The Financial Times*, and so on. Students are expected to apply the knowledge acquired during the course to analyze and resolve situations described in case studies. Students also engage in creative group-problem solving, an exercise intended to challenge them to develop their analytical and creative people skills.

### Methods of Evaluation

The final grade is determined as follows:

- Individual one page reports (20%)  
In particular all students will be asked to complete a one-page essay outlining the individual student's analysis and recommendations for each case study.
- Class participation (20%)  
When determining class participation grade, traditional criteria such as material preparation, completed reading before class, and collaborative group work are all evaluated. But it is the active, meaningful and informed verbal and written contribution students make that is most important. Whereas attendance and punctuality are expected.
- Group presentation of results of group work based on Case Studies (20%)  
Small groups of students are assigned one or more cases for analysis, discussion, presentation and defense. All work must be ready by the beginning of the class on the date assigned.
- Final exam (40%)

### Primary Texts

"International Management: Managing Across Borders And Cultures: Texts and Cases" by Helen Deresky, 2013.

### Outline of Course Content

Note: Fall/Spring students cover approximately 1 topic every 1 to 2 weeks. During the summer, when class periods are longer, students cover just over 1 topic per week.

TOPIC 1: Introduction to Leadership

TOPIC 2: Review of Myers Briggs Concept of Character Analysis

TOPIC 3: Review of the Hunt concept of Motivation

TOPIC 4: Review various Corporate Cultures concepts

TOPIC 5: Review of the work of Work of Kluckholm & Strodtbeck on differences in national cultures

TOPIC 6: Review work of Hall & Hofstede

TOPIC 7: Review of the work of Trompenaars and Bjerger

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TOPIC 8: Review of the GLOBE Project – National Business Cultures

TOPIC 9: Review of effects of culture on the practice of leadership in different countries

TOPIC 10: Review of Cultural Intelligence (work of Chris Earley)