

# CET Syllabus of Record



**Program:** CET Prague

**Course Title:** International Management

**Course Code:** PR/MGMT 321

**Total Hours:** 45

**Recommended Credits:** 3

**Primary Discipline / Suggested Cross Listings:** Management / Business, International Business

**Language of Instruction:** English

**Prerequisites/Requirements:** Prior coursework in Economics or Business is recommended but not required

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## Description

Today's employees and managers require effective individual and team skills to allow them to thrive and compete in contemporary global economies. Through lectures and case study sessions, this course examines contemporary theories regarding organizational behavior and management principles adapted to international environments.

In particular, the course is:

1. Descriptive in that it is designed to provide students with a basic grounding in and working knowledge of different national business cultures.
2. 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.

## Objectives

By the end of this course, students are expected to be able to understand the workings of teams and individuals of different nationalities, the factors that influence their effectiveness, and the different styles of leadership as influenced by their respective cultural codes.

In addition, during this course students develop:

- Cross-cultural leadership and management 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.

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## Course Requirements

In this course, students are expected to read assignments carefully and come to class prepared to discuss them. Readings average approximately 30-50 pages per session. Classes also include interactive assignments and discussions in which students are expected to actively participate.

In addition to chapters from analytical and technical works, students also read articles from international business periodicals such as *The International Herald Tribune* and *The Financial Times*. 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.

Students are expected to abide by CET's Attendance Policy.

## 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.

Selected articles from the *Journal for East European Management Studies*.

## Recommended Additional Resources

*Business Week*, *Wall Street Journal*, the *New York Times*, *The Economist* submitted on a weekly basis by the professor as hand outs

<http://www.businessweek.com/> (*Business Week*)

<http://www.nytimes.com/> (*The New York Times*)

<http://www.fortune.com/> (*Fortune*)

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<http://www.online.wsj.com/> (*The Wall Street Journal*)

<http://www.hbr.org/> (*Harvard Business Review*)

## Outline of Course Content

### Topic 1 (2 weeks)

Introduction to the course

Introduction to theories of leadership, motivation, and cultural intelligence

### Topic 2 (2 weeks)

Understanding the role of culture

Exploring concepts of corporate culture and national business cultures

### Topic 3 (3 weeks)

Cross-cultural communication

Managing interdependence

Cross-cultural negotiation and decision-making

### Topic 4 (1 Week)

Central and Eastern European Case studies

### Topic 7 (2 Weeks)

Formulating and implementing strategy

### Topic 8 (1 Week)

Transcultural leadership

### Topic 9 (1 Week)

Organizational structure and control systems

### Topic 10 (1 Week)

Staffing, training and compensation

### Topic 11 (1 Week)

Central and Eastern European Case Studies