# Global Business – Cross-Cultural Management (with a module on International Business Strategies)

## Prof. Marco Grumo, Roberto Belotti

***Text under revision. Not yet approved by academic staff***

***COURSE AIMS AND INTENDED LEARNING OUTCOMES***

**Course aims**

The Global Business – Cross-Cultural Management course presents the main characteristics and problems of international and intercultural management. In particular, the main aspects of the following topics will be addressed:

1. Global Business
2. Cross-cultural management;
3. international marketing and international sales management;
4. international human-resource management;
5. cross-cultural communication;
6. export management.

The course will also briefly address the themes of ESG management, diversity management, management by objectives and team building applied to the business contexts of international and cross-cultural enterprises.

**Intended learning outcomes**

*Knowledge and understanding*

By the end of the course, students will be able to:

* understand the fundamental concepts and principles of cross-cultural management, international marketing, sales & export management, cross-cultural communication and international human-resources management;
* interpret some concrete management issues related to the above aspects.

*Ability to apply knowledge and understanding*

By the end of the course, students will be able to identify management solutions for handling intercultural aspects related to international management, international communication and marketing, sales & export management and human resources management, to maximise the turnover, profitability, and overall value of the enterprise on foreign markets, both in the short and medium-to-long term.

***COURSE CONTENT***

The course is split into four closely connected parts:

* The *first part* of the course introduces the fundamental principles of ESG managemet in the scenario of international and global enterprises;
* the *second part* of the course introduces some basic concepts related to cross-cultural management typical of international and global enterprises;
* the *third part* introduces the fundamental principles of international marketing, cross-cultural communication and international sales & export management;
* the *fourth part* illustrates the principles of international human resource management (IHRM).

***READING LIST***

Any of the following (a, b or c):

* A. Cianfaldoni S., *Cross cultural skills. Competenze interculturali e cross cultural management*, Pisa University Press; + Guercini S*., Marketing e management interculturale,* Il Mulino 2010;
* B. Helmold M., Dathe T., Hummel F., Terry B., Pieper J. Editors, *Successful international negotiations. A practical guide for managing transactions and deals.* Springer, 2020;
* C. Schembri S., *East meets west. A guide to cross cultural management and negotiations,* 2016.

The material provided by the lecturer and published on the Blackboard platform.

***TEACHING METHOD***

The teaching method includes the discussion of articles, case studies, presentations and video material (in Italian and English), followed by sessions on conceptualising and modelling and/or exercises and simulations.

Students who are unable to attend will find all the material presented in lectures and the relative references on the Blackboard platform.

***ASSESSMENT METHOD AND CRITERIA***

Students will be assessed by means of a written exam designed to evaluate their knowledge of the topics on this syllabus. The written exam consists of three to four questions on the content outlined on this syllabus. All exam questions will be based on the reading list specified on this syllabus. Each answer to the four questions will be marked by the lecturer from 0/30 to 31/30; the marks awarded for all the questions will be converted into a simple average to calculate the final mark, also out of 30.

A mark of 0/30, even if only for one question, will result in a fail overall.

The maximum mark in the written exam is 31/30.

The assignment will be assessed according to the following criteria: relevance, completeness, the ability to reformulate content and make examples and connections and, finally, clarity of presentation.

In addition to the writen exam, students must produce and submit to the lecturer a written assignment, about one week before the beginning of the exam session, which will be presented by the lecturer during the course and in any case on the Blackboard platform. The paper will be marked out of 30. The assessment criteria for the assignment are: thoroughness of content and sources; the student’s ability to make links and reformulate information; accuracy of the content and form of presentation used.

Students who have not submitted the assignment by the above deadline must submit it to the lecturer on the day of their written examination. In this case, given that students will have had more time to work on the assignment, it will be worth 10% of the final mark.

With the exception of students who submit their assignment late, as described above, the mark for the exam (out of 30) will correspond to the weighted average of the mark obtained in the written test (worth 70%) and the mark for the written assignment - if submitted on time (worth 30%).

Should the covid mandate a return to distance examinations, the examination will be given in oral form and will have the same structure as previously stated with reference to the written examination.

***NOTES AND PREREQUISITES***

There are no prerequisites for this course in terms of contents. Attendance in lectures is strongly encouraged.

Further information can be found on the lecturer's webpage at http://docenti.unicatt.it/web/searchByName.do?language=ENG, or on the Faculty notice board.

# Workshop on International Strategy

## Prof. Roberto Belotti

***Text under revision. Not yet approved by academic staff***

***COURSE AIMS AND INTENDED LEARNING OUTCOMES***

***Workshop aims***

The Workshop on International Strategy, delivered in Italian but including the presentation and study of material in English, has three main learning objectives:

1. for students to acquire skills on the strategies adopted by multinational companies with particular reference to the fiscal problems linked to the increasing globalisation of economies (so-called internationalisation);
2. for students to learn about the group budget and the main consolidation methods used by multinational companies;
3. for students to acquire basic skills regarding the taxation systems of certain foreign countries, both EU and non-EU .

The workshop has an English title as it focuses on content drawn from the wider internationally recognised literature and practice of international business strategy.

The particular aim of the workshop is to introduce students both to the strategic themes related to multinational enterprises and to foreign taxation, based on the assumption that internationalisation (the relocation by enterprises of their production and/or distribution to foreign markets) can operate in different ways depending on the country in which the activity is carried out. Consolidated financial statements are also to be considered a tool for assessing the gross operating margin generated by the non-domestic activities included in the multinational group.

***Intended learning outcomes***

*Knowledge and understanding*

By the end of the course, students will be able to understand:

* the main strategies adopted by international enterprises;
* the main qualities of international taxation;
* the basic rules governing the functioning of the consolidated budgets of groups with an international vocation.

*Ability to apply knowledge and understanding*

By the end of the course, students will be able to:

* read, analyse and interpret as a whole the strategies adopted by international companies, with reference to business cases studies operating in different sectors and countries;
* navigate the various tax regulations adopted in different countries;
* navigate and broadly understand the key information contained in the consolidated financial statements of international groups.

***WORKSHOP CONTENT***

The workshop will ideally be divided into two parts:

1. in the *first part* of the workshop, students will study in depth the general aspects of carrying out business abroad by setting up a company or a permanent organisation. The main fiscal problems linked to the internationalisation of companies will also be discussed, including the sensitive issue of transfer prices. The first part closes on the issue of business carried out in so-called black-list countries and the regulation of controlled foreign companies;
2. in the *second part*, students will analyse *groups* and examine the information role and techniques for drafting consolidated financial statements. After systematically clarifying the consolidation techniques, the lecturer will present and comment on several financial statements of multinational companies. At the end of the workshop, a number of *country data sheets* summarising the essential features of foreign taxation systems will be presented.

***READING LIST***

* Material provided by the lecturer and published on the Blackboard platform. (Some materials may be uploaded to the Blackboard platform in English).
* Model convention with respect to taxes on income and on capital (OECD – in English).
* The annual reports of international groups (in Italian) provided by the lecturer and published on the Blackboard platform.
* The annual reports of international groups (in English) provided by the lecturer and published on the Blackboard platform.
* Further reading:
  + Various authors edited by P. Valente, “*Internazionalizzazione dell’impresa e gestione dei mercati esteri*”, Milanofiori Assago, Ipsoa, 2016.
  + Various authors edited by G. Odetto , “*Manuale della fiscalità internazionale*”, Turin, Eutekne Spa, 2020.

***TEACHING METHOD***

The teaching method used in this workshop is largely based on frontal lectures integrated with some case studies taken from the budgets of multinational companies.

Students who are unable to attend will find all the material presented in lectures and relative references on the Blackboard platform.

***ASSESSMENT METHOD AND CRITERIA***

***Students will be set a written assignment in the first session which must be submitted to the lecturer according to the guidelines communicated in lectures and on the Blackboard page of the workshop. The work will be marked out of 30.***

The assignment will be assessed according to the following criteria: relevance, completeness, the ability to reformulate content and make examples and connections and, finally, clarity of presentation.

***NOTES AND PREREQUISITES***

There are no particular prerequisites for the workshop, although it is closely connected to the ‘Organisation and Management of International Enterprises’ course, including in terms of organisation. It is strongly recommended that students are able to read English and have passed the exam for the ‘Organisation and Management of International Companies’. Students are also strongly encouraged to attend lectures.

Further information can be found on the lecturer's webpage at http://docenti.unicatt.it/web/searchByName.do?language=ENG, or on the Faculty notice board.