# Organisation and Management of International and Global Companies

## Prof. Marco Grumo

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

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

***Course aims***

The course in Organisation and Management of International Enterprises has five main intended learning outcomes:

* to learn the fundamental principles and language typical of the organisation and management of international companies operating on the global market;
* explore the main features of some European and extra-European foreign markets;
* carry out an in-depth analysis of the main features and the logic at the basis of international and global companies;
* outline the main features and issues related to the internationalisation of Italian companies;
* introduce students to the structure and the reading of standalone and consolidated financial statements of international companies and Italian companies operating abroad, and analyse the business model canvas and the business plans applied to national and international companies.

The aim of the course is to introduce students to the fundamental aspects of organising and managing of international companies, also through the analysis of interesting case studies based on Italian companies operating abroad.

In particular, the course will provide students with a grounding in a range of topics, including: global expansion strategies, the organisation of international companies, entry strategies and strategic alliances, global production, outsourcing and logistics, global marketing, global value chain, the internationalisation of companies, international human resource management, standalone financial statements, the consolidated financial statements of international companies, the business model canvas, and the business plan (applied to national and international companies).

***Intended learning outcomes***

*Knowledge and understanding*

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

* understand the key concepts of organising and managing international and global companies;
* identify the main features of some European and extra-European foreign markets;
* know the key principles at the basis of international and national companies operating abroad;
* explore the main issues related to the internationalisation of Italian companies;
* understand the functioning of some of the typical tools used to manage local, international, and global companies, and, in particular, the most relevant aspects of standalone and consolidated financial statements, business model canvas, and business plan. (In addition, during the course, students will have the opportunity to analyse the financial statements of companies belonging to international groups, written in a foreign language).

*Ability to apply knowledge and understanding*

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

* identify the strengths and weaknesses of international companies and of Italian companies operating abroad, also through the presentation of case studies based on companies operating in different sectors and countries;
* understand the peculiarities of some European and extra-European foreign markets;
* identify the key phenomena and most relevant issues related to the internationalisation and export management of Italian companies;
* read and understand the standalone and consolidated financial statements of Italian and foreign companies, and international groups;
* understand the logic at the basis of business plans and business model canvas.

***COURSE CONTENT***

The course will be divided into four parts:

1. The *first part* of the course will cover the following basic concepts: institution, company, company structure, institutional framework, corporate groups, franchising, management, assets, organisation, staff body, human resource management, strategy, economic sustainability and budget.
2. The *second part* of the course will cover – besides the management challenges that international and Italian companies operating abroad have to face – the following topics related to international business: globalisation; cultural differences between countries; ethics, and corporate social responsibility in international affairs; the theory of international commerce; foreign direct investment; global expansion strategies; the organisation of international companies; entry strategies and strategic alliances; global production: outsourcing and logistics; global marketing and research and development; the internationalisation of small and medium-sized enterprises.
3. The *third part* of the course will explore the key features of some foreign European and extra-European economies and markets, and the issues related to the internationalisation and export management of small and medium-sized Italian businesses.
4. The *fourth part* of the course will introduce the following topics: standalone and consolidated financial statements, business model canvas, and business plan (applied to international companies operating abroad). Finally, students will have the possibility to analyse financial statements written by foreign companies in different languages.

***READING LIST***

* Hill, C.W.L., 2017, International business. *Economia e strategia internazionale: l’impresa nei mercati globali*, hoepli. (Chapters 1, 3, 4, 5, 7, 12, 13, 14, 15, 16). Alternatively, students will have the possibility to study the English version (Hill, C.W.L., 2019, “*International Business*”, *Competing in the Global Marketplace*, 12th edition, McGraw-Hill Higher Education).
* Grumo M., (2019), “*Doing Business Worldwide*, *Fare Business in Asia, America, Medio Oriente, Europa e Africa”*, *Volume 1*, Educatt. or alternatively GRUMO (2020), “*Doing Business Worldwide*, *Doing Business in Europe”,* Volumn 2, Educatt.
* The material provided by the lecturer and published on the Blackboard platform. Further materials in English and in other foreign languages (as per students’ preferences) may also be uploaded onto the Blackboard. In addition, the lecturer will upload on Blackboard some recordings of the lectures, according to the University's directions.

Optional reading

Manelli M. (2017), *L’internazionalizzazione d’impresa*, Franco Angeli.

Addari A., (2020), “*Professione export management*”. *Strategie ed esperienze per internazionalizzare le imprese*. Rubettino Editore.

***TEACHING METHOD***

Frontal lectures based on the use of audio-visual material; face-to-face and online meetings with experts; discussion of case studies; analysis of press articles, documents, research papers, financial statements, and annual reports of international and Italian companies operating abroad (written in Italian, English, or another language chosen by the student); preparation of written assignments.

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***

The Organisation and Management of International and Global Enterprises exam will take place in written format by means of a test designed to assess students’ knowledge of the topics on the syllabus.

The final written exam is composed of three questions on the content presented in parts 1-4 of the course. Students may also be asked to comment on the case of a particular company, an extract from a financial statement, a consolidated financial statement, a business plan, Business Model Canvas or an article assigned by the lecturer, or carry out a practical exercise proposed by the lecturer.

All exam questions will be based on the course reading list.

For each answer, students will get a mark from 0/30 to 30/30, and the final mark, expressed in thirtieths, will result from the average of all answers.

If students get 0/30 in one of the answers, they will automatically fail the exam.

Maximum final score is 31/30.

Assessment criteria: accuracy of answers, clarity of presentation, and ability to reinterpret the topics explained during the course, make examples, and find connections between different concepts.

In addition to the written examination, students will be required to produce and submit to the lecturer an assignment by the end of May, which will be presented by the lecturer at the beginning of the course and in any case on the Blackboard platform. The assignment will be marked out of 30. The assignment will be assessed on the following criteria: comprehensiveness of content and sources; ability to make connections and interpret content; accuracy of content and of the presentation form used, originality of the analyses and the solutions identified.

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

The final 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 awarded for the assignment - if submitted on time.

In addition, attending students will have the possiblity to sit a written interim test at the end of semester 1, consisting in open-ended and closed-ended questions (either multiple choice or true & false) based on the topics explained during the first part of the course, and on the following topics of semester 2: globalisation; cultural differences between countries; ethics; corporate social responsibility in international affairs; the theory of international trade; Foreign Direct Investments (FDI). (Chapters 1, 3, 4, 5, and 7 in Hill, C.W.L., 2017, International business. Economia e strategia internazionale: l’impresa nei mercati globali, Hoepli).

The final mark will be expressed in thirtieths.

Students who fail the interim test will have to take the final written exam on the whole course.

Whereas those with a pass mark will take an oral test on the syllabus contents not covered by the interim test (second part of the syllabus – chaps. 12, 13, 14, 15, 16, - Hill, C.W.L., 2017, “International Business”. Economia e strategia internazionale: l’impresa nei mercati globali, Hoepli - third and fourth part of the syllabus).

If students pass the interim test, the final mark for the exam will be the weighted average of the mark for the interim test (worth 50%) and the mark for the final written test (worth 50%).  
 This mark will then be averaged with the mark obtained for the paper presented by the student as per the terms described above, weighted as follows: final mark for the exam (70%), assignment mark (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***

The module has no prerequisites in terms of content.

Students are strongly encouraged to ensure they have good knowledge of the English language and a second foreign language; in addition, they should have already passed the Business Economics and Management exam. Class attendance (either face-to-face or online) is highly recommended.

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.