# Business and Management of International Firms

## Prof. Dario Galdini

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

The course aims to provide students with the key concepts at the basis of societies, thanks to the study and the analysis of financial statements and the process of firm internationalisation.

The course aims at tackling managerial and business techniques, with particular reference to international scenarios.

The course initially analyzes topics in relation to business management and its strategic and organisational implications. The emphasis then shifts to more practical aspects with reference to international firms, through class discussion of corporate cases and participation in seminars with the presentations of experts in the field.

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

1. Understand and analyse financial statements.
2. Identify the strategies adopted by firms in order to create/increase/spread their value.
3. Analyse the managerial complexity of firms from the point of view of their operations and the influence of internal and external variables.
4. Recognise the best solutions that firms must put into practice in order to reach a specific objective.
5. Distinguish the strengths and the weaknesses of a decision-making process in terms of internationalisation, also considering the growing variability and complexity of the context (intended as environmental and market context) and its obstacles.
6. Describe the best strategic solutions identified through a proper analysis.

***COURSE CONTENT***

Module I: Companies (business and management of companies)

– The organisation of a firm; the areas of a firm and the entrepreneurial purposes; operational planning process; managerial control over operations; the strategic orientation of firms: competitive strategies; techniques for evaluation of investment projects; the operational areas of a firm; corporate decision-making processes; the evaluation of corporate efficiency.

– Economic and financial planning and management: financial statements.

– Planning and control - definition of management control: importance and aims; cost classifications and cost analysis; accounting by cost centres; budgeting and analysis of variances between actual and budgeted figures.

Module II: International (business and management of international companies)

– The process of international expansion of firms and various theories; the nature of international business; basic direction and strategic analysis in the international development of business; development, structures and strategies for international expansion; the organisation's grasp of international development processes; strategic knowledge management in international firms and the management of human resources; profiles and levers of developing international management.

– The international expansion business plan as a firm's forecast, simulation and support instrument.

– Planning and designing international e-commerce activities (overview).

***READING LIST***

1. A. Lipparini, *Economia e gestione delle imprese,* Il Mulino, Bologna, 2007.

2. A. Battagli, *Compendio di analisi di bilancio*, Edizioni Giuridiche Simone, Napoli,

2012.

3. D. Galdini, *L’internazionalizzazione d’impresa,* Giappichelli, Turin, 2009.

A collection of readings and corporate cases will be provided by the professor during the course, and will be discussed in class.

Additional reading materials:

1. S. Sciarelli, *Elementi di economia e gestione delle imprese,* CEDAM, Padua, 2008.

2. P. Roberto, *Lo sviluppo internazionale d'impresa*, Giappichelli, 2000.

3. B. Luigi, *Sistemi manageriali di programmazione e controllo*, Giuffrè.

4. P. Bastia, *Sistemi di pianificazione e controllo,* Il Mulino, Bologna, 2001.

5. F. Bonaglia-A. Goldstein, *Globalizzazione e sviluppo,* Il Mulino, Bologna, 2003.

6. E.C. Delli Quadri, *Il Business Plan. Metodologia di realizzazione,* Franco Angeli, Milan, 2002.

7. Bartlett-Ghoshal, *Management globale,* Etas, Milan, 2001.

***TEACHING METHOD***

Class lectures on theory aimed at the student's acquisition of the methods on the subject.

Class discussion of corporate cases in order to take an in-depth look at several topics of study. Presentations by managers in the field.

Series of seminars about specific topics, with particular reference to the management of international firms.

***ASSESSMENT METHOD AND CRITERIA***

Learning outcomes will be assessed by means of a written test, aiming to ascertain the acquisition and the appropriate understanding of the course contents, and it will specifically intend to assess the candidate’s preparation on texts. Concerning the content related to each one of the main authors dealt with during the course (three texts), one or two questions per text will be formulated, with the aim to assess the knowledge of the topic, the explanatory skills, and the critical analysis skills. The exam will be evaluated with a mark out of thirty (to be equally divided among all the questions), and the final mark will take into consideration: the adequacy and appropriateness of the answers (70%), the correct use of a specific jargon (20%); the communication skills and the capacity to adequately support affirmations, analyses and judgements (10%), as it will emerge throughout the exam.

The final grade for students attending class on a regular basis will take into account (1/2 points increase) both participation in the class lectures on theory and participation in the class discussion of presentations made in class, also requiring the knowledge of the topics dealt with during the class lectures.

***NOTES AND PREREQUISITES***

The prerequisites are those contemplated by the rules for the study plans.

Students attending this course are expected to have a good knowledge of the key concepts of economics.

In case the current Covid-19 health emergency does not allow frontal teaching, remote teaching will be carried out following procedures that will be promptly notified to students.

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.