

# CET Syllabus of Term



**Program:** CET Prague  
**Course Title:** International Management  
**Course Code:** PR321  
**Total Hours:** 45  
**Recommended Credits:** 3  
**Suggested Cross Listings:** Economics, Business, Management  
**Language of Instruction:** English  
**Prerequisites/Requirements:** None, open to all students  
**Professor:** Tomáš Klvaňa, Ph.D., M.A.; Beata Berníková, M.B.A.  
**Email:** [tomasklvana@me.com](mailto:tomasklvana@me.com); [beata.bernikova@me.com](mailto:beata.bernikova@me.com)  
**Class Schedule :** Wed 9 :00-12:00

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## Description of the course

This course examines key issues that international managers must address while leading companies in today's globalized and turbulent environment. It explores the role of managers in post-communists economies like Central Europe and Russia, and examine their transitions from nonfunctional planned economies to free-market economies. Students will have direct contact with managers from multinational companies residing in Prague and learn about the skills needed for leading local and international companies.

## Course Method & Requirements

- Through participation in this course, students are expected to understand basic concepts related to international management
- Analyze case studies that illustrate lessons in international management
- Learn tools and methodologies necessary to navigate a multinational company in today's complex environment
- Analyze how multinationals engage various corporate stakeholders
- Interactive lectures, exercises and discussions
- Preparation for every class, including The Economist Workshops, and Comprehensive Case Studies
- Short reflection essays/presentation in front of the class
- Midterm Examination
- Term Paper
- Final Presentation

## Methods of Evaluation

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|--|-----|
| • Attendance & Participation                               | 15% |
| • Term Paper (Blackfish evaluation – 4 pages)              | 25% |
| • Midterm Examination (short essay-type answers on theory) | 30% |

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- Final Presentation (20-min analysis of an international joint venture) 30%

## Attendance Policy

Mandatory attendance is a primary requirement for a responsible learning experience. Please consider that every absence has the potential to lower the final grade, as it may affect the “attendance and participation” portion of your grade or result in missing key information that could appear on quizzes or exams. In addition, professors take attendance at the beginning of the class. If you are more than 10 minutes late, professors mark one hour of absence from class. Onsite visits count as regular class hours. A no-show to a site visit counts as an absence. Detailed information about the Attendance you will find in the **CET Prague Academic Policies**

## Grading scale

A:	93-100%	C+:	77-79%
A-:	90-92%	C:	73-76%
B+:	87-89%	C-:	70-72%
B:	83-86%	D+:	67-69%
B-:	80-82%	D:	60-66%
		F:	59% and below

## Primary Texts/Films

- Helen Deresky. International Management: Managing Across Borders and Cultures
- Duke Corporate Education 2013 CEO Study. Leading in Context. Available online: [http://www.dukece.com/wp-content/uploads/2015/06/LeadingInContext\\_web\\_newlogo.pdf](http://www.dukece.com/wp-content/uploads/2015/06/LeadingInContext_web_newlogo.pdf)
- Milton Friedman. The Social Responsibility of Business is to Increase its Profits. *The New York Times Magazine*, September 13, 1970. <https://www.colorado.edu/studentgroups/libertarians/issues/friedman-soc-resp-business.htm>
- The Economist ([www.economist.com](http://www.economist.com)). In addition to The Economist's Specials assigned for particular class sessions for workshops (see the Course Schedule), students will read the weekly coverage of the Business & Finance section (entire section), and the articles from the Science & Technology section related to business.
- Blackfish (2013), a documentary film by Gabriela Cowperthwaite (class viewing)

The above readings are mandatory and shall be discussed at length. If students fail to read the assigned texts, graded quizzes will be introduced each subsequent class session. Their grades will count towards the participation grade. Key articles from The Economist's Business & Finance (and occasionally Science & Tech) section will be discussed frequently in class sessions and students must be acquainted with them.

## The Economist Workshops

- Students will read all articles from the assigned The Economist Special Reports

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- Each student will summarize one or two articles and add her/his critical reflection (approximately 10-minute individual presentation. Precise timing will be determined before each workshop)
- One student will be assigned to summarize most important themes from the Special Report/Discussions
- The quality of the Workshop performance will count towards the student's participation grade

## Course Schedule

### **Week 1 – January 31**

#### **Globalization**

Reading: 1. DukeCE [http://www.dukece.com/wp-content/uploads/2015/06/LeadingInContext\\_web\\_newlogo.pdf](http://www.dukece.com/wp-content/uploads/2015/06/LeadingInContext_web_newlogo.pdf)  
2. Pankaj Ghemawat, professor at NYU Stern and IESE business schools, debunks common misconceptions about the current state and extent of globalization. Listen to the interview: <https://hbr.org/ideacast/2017/02/globalization-myth-and-reality>

Class videos: Thomas Friedman, Pankaj Ghemawat

### **Week 2 – February 7**

#### **Political, Economic, Legal & Technological Environment**

Reading: Deresky, Chapter 1 (22-58) including Case Study on Apple's iPhone (56)

### **Week 3 – February 14**

#### **Corporate Social Responsibility**

Read: 1. Deresky Ch 2 (62-90), 2. Milton Friedman – The Social Responsibility of Business is...  
<https://www.colorado.edu/studentgroups/libertarians/issues/friedman-soc-resp-business.htm>

### **Week 4 – February 21**

#### **Managing Stakeholders Strategically**

Read: Deresky, Comprehensive Case on Facebook (93)

Class video: CNN Cocoanomics (Nestlé)

### **Week 5 – February 28**

#### **The Economist Workshop**

Read: The Economist's Special Report on Technology in Africa (November 10, 2017)

*Guest Speaker*

### **Week 6 – March 7**

#### **CSR, Crisis Management & Impact on Corporate Brand**

Read: Deresky, Comprehensive Case 2 – An Ethics Role-Play (103-104)

Class film: Blackfish (2013)

### **Week 7 – March 14**

#### **MIDTERM EXAMINATION**

#### **Culture & Management**

Read: Deresky, Ch 3 (106-147)

### **Week 8 – Traveling Seminar, March 15-23 (no classes)**

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## Week 9 – March 28

### **CSR, Crisis Management & Impact on Corporate Brand**

**PAPER DUE** (Blackfish evaluation)

### **The Cultural Context of Global Management**

Read: Deresky, Ch 4 (148-181) and the Comprehensive Case 3 on Vodafone in Egypt (213-222)

## **Week 10 – Spring Break, April 2 - April 6 (no classes)**

## Week 11 – April 11

### **The Cultural Context of Global Management**

Read: Deresky, Ch 5 (182-212) and the Comprehensive Case 4 on Haier in Japan (223-232)

### **Recent History and Culture of Czech Republic: Business Framework** (lecture)

## Week 12 – April 18

### **The Economist Workshop**

Read: The Economist's Special Report on Emerging Markets (October 5, 2017)

*Guest Speaker*

## Week 13 – April 25

### **Strategy for Global Operations**

Read: Deresky, Chs 6 and 7 (234-305)

Review of The Economist coverage of Business & Finance, and Science & Technology: Key themes

## Week 14 – May 2

### **Strategy for Global Operations**

Read: Deresky, Ch 8 (306-334) and the Comprehensive Case on Alibaba (335-342)

### **The Economist Workshop**

Read: The Economist's Special Report on E-commerce (October 26, 2017)

## Week 15 – May 9

### **FINAL PRESENTATIONS**