UNIVERSITÀ
DEGLI STUDI DI MILANO-BICOCCA

COURSE SYLLABUS

Global Management

2526-2-F7701M097

Learning objectives

The course is aimed at presenting managerial issues regarding internationalization processes of the firms and the management of internationalized firms.

• Knowledge and understanding: students will acquire knowledge and competences that allow them to understand the phases, the decisional processes, the criticalities and the tools that characterize the management of firms in an international perspective.
• Applying knowledge and understanding: students will acquire the ability to concretely analyze the paths and modes of internationalization, as well as to recognize the organizational solutions, management choices and tools adopted by multinational companies in the various functional areas.
• Making judgements: The course aims to develop the ability to critically analyze real situations to evaluate the adequacy of internationalization strategies and the adoption of management solutions and tools that characterize the different functional areas of multinational companies.
• Communication skills: students will acquire the ability to communicate, in a clear and appropriate manner, analyses and evaluations regarding foreign markets, the internationalization process and various aspects of the management of multinational companies.
• Learning skills: the course provides knowledge and skills that allow students to independently study issues related to the dynamics of trade flows and foreign investments, internationalization strategies and the management of multinational companies.

Contents

The course aims at deepening the main issues related to the internationalization process, the strategic decisions concerning mode of entry in foreign countries and international management of the value chain, as well as the peculiarities that characterize the main areas of the management of the transnational firms.

Detailed program

1) The international context and the internationalization process of firms

· Firms internationalization: state of the art and trends

· The process of international expansion of firms

· The internationalization of SMEs

2) The strategies and the organizational aspects of international expansion

· Entry strategies: export, strategic alliances and foreign direct investments

· The internationalization of the value chain

· The role and the activities of the headquarter and the subsidiaries

3) The management of business functions in the multinational enterprise

· The sustainable management of the multinational enterprise

· Human resource management

· Marketing

· Finance

Prerequisites

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Teaching methods

In-class lectures. During some parts of the lectures students may be involved in interactive activities (including discussing case studies with guest lecturers)
Up to 20%: online lectures

Assessment methods

Written final exam on the whole program (with optional oral examination on the same program at the request of the teacher or student)

The written test consists of:

- multiple-choice questions, aimed to verify in an extensive way the student’s knowledge about the whole course

program,

- open questions, aimed to assess more in-depth the student's knowledge and understanding of specific topics of the course and their discipline-specific communication skills; open questions include both quite specific questions (which require a short answer) and questions on wider issues (which require a longer answer).

The final grade is calculated as a sum of the scores obtained in the single questions; the maximum score of single questions will be indicated during each test.

Textbooks and Reading Materials

Caroli M., “Gestione delle imprese internazionali”, IV edizione, McGraw Hill, 2020

Ghemawat P., "Distance Still Matters. The Hard Reality of Global Expansion", Harvard Business Review, september 2001 (available online and through the University's Electronic Resources)

Prahalad C.K., Hart S.L., Strategy+ business. "The Fortune at the Bottom of the Pyramid", 2002, issue 26, pp. 2-14, https://www.strategy-business.com/article/11518?gko=9b3b4

World Investment Report 2025. Overview, www.unctad.org

Suggested reading materials:
Gatto L., Sanfilippo M., "Export manager", Egea, 2022

Semester

I semester

Teaching language

Italian

Sustainable Development Goals

DECENT WORK AND ECONOMIC GROWTH | RESPONSIBLE CONSUMPTION AND PRODUCTION | PARTNERSHIPS FOR THE GOALS