



UNIVERSITÀ  
CATTOLICA  
del Sacro Cuore

## International Management

Prof. Franca Cantoni – Prof. Mariachiara Tallacchini

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### COURSE AIMS

The course is structured into two modules, tightly correlated in terms of contents, teaching objectives and evaluation methods. Some topics will be presented through contributions given by scholars, public officers and managers from different international institutions and business.

### COURSE CONTENTS

The combined aim of the course is to provide participants with a solid understanding and the most relevant tools of those areas of management dealing with people and operations.

The first module - International Human Resource Management - is designed to provide an advanced overview of, and an analysis on, business organization and human resource management within the international business realm. It will investigate the HRM processes such as recruiting, selection, training and development, performance appraisal and evaluation, compensation, career paths.

The second module – International Organizations and Society – is meant to provide students with the fundamentals of Intergovernmental and Non-governmental Organizations, including Transnational Corporations, and their changing roles in knowledge-based and innovation-based economies and societies. The module will explore how governance of International Organizations (IOs) has increasingly focused on integrating democratic and efficiency values; and it will analyse accountability and responsiveness towards societal needs and new forms of cooperation among State and non-State actors.

## I Module - International Human Resource Management

Prof. Franca Cantoni

### LEARNING OUTCOMES

On completion of this module students will be able to:

- Understand and discuss the systemic links between business strategy, HRM strategy and the various process and subprocess involved.
- Manage the various modules of the whole HRM process (planning, recruitment, selection, development, separation) at an international level (MNEs and TCs).

- Plan and use the main HRM tools.
- Evaluate issues arising from HRM inside an international context, identify feasible solutions path, and put them into practice at a global level.
- Understand and use major HRM policies and practices in different business and cultural environments.
- Apply both qualitative and quantitative skills in order to analyze HRM issues.

## MODULE CONTENT

- The link between Strategy, Structure and HRM.
- The HRM process. The main subprocess: staffing, appraisal, compensation, development, separation in an international environment
- HRM tools for motivation, performance evaluation, appraisal, rewards, and incentives.
- Managing an international staff: composing an international staff; training and development of international staff; international compensation and performance management; repatriation and knowledge management

## READING LIST

P.J. Dowling-M. Festing, & Engle AD, International Human Resource Management. (6th Edition) London: Cengage Learning (6th edition), 2013

## TEACHING METHOD

This module is a mix of lecture, in class exercises, simulations and class discussion. The format of this class is highly interactive. We will do research together, read and write extensively, test assumptions, and draw on our own experiences to explore how International HR and Operations Management unfold in practice, and how we can refine managerial skills to successfully meet the global challenges that face us.

## ASSESSMENT METHOD

Grades will be assessed using the final written exam and some intermediate assignments. The following breakdown will be used:

- Intermediate assignments: 50%.
- Final written exam: 40%.
- Active participation in the class: 10%

The final exam will last 90 minutes and will be aimed at understanding the ability of the students to apply theory to practice. More precise details will be given during the course and a fac simile of the exam will be published on the Blackboard platform.

Students not attending the course will be evaluated only through the final written exam.

## Module II – International Organizations and Society

Prof. Mariachiara Tallacchini

### LEARNING OUTCOMES

On completion of this module students will be able to:

- Understand and discuss the main bodies of formal and informal rules governing International Organizations (IOs), both governmental and non-governmental.
- Understand and discuss the evolving roles of IIs, and the increasing relevance of non-State actors in the international scene.
- Analyze the role of knowledge and technology in the development of new rules, roles, and interactions between IIs and society.
- Analyze different IOs from the perspective of their performance as to requirements of transparency, accountability, accessibility, efficiency and effectiveness.
- Integrate and manage different approaches in the understanding of IIs and of their need for potential reforms.

### MODULE CONTENT

- An introduction to International Law and IOs: definitions and theoretical approaches.
- Traditional and new regulatory tools. From hard to soft law: non-legally binding instruments. Knowledge and technology in knowledge-based economies and societies.
- Non-governmental organizations (NGOs) and trans-national corporations (TNCs) as non-State international actors: roles and forms of legitimation.
- The United Nations (UN) core system and specialized agencies. The Sustainable Development Goals and the Global Compact
- The European Union (EU) and the Council of Europe (CoE). Market, research and the European citizenship.
- Analysis of IOs in the domains of human rights (health, children and gender issues, trade, development, environmental protection).

### READING LIST

#### SUGGESTED BOOKS

J. Klabbers, *An Introduction to International Organizations Law*, Cambridge UK: Cambridge University Press, 2015

### TEACHING METHOD

The module encompasses lectures, class discussions, videos, presentations of case studies, invited speakers (in presence and in remote mode). The format of the module is primarily interactive and active participation in the class is recommended.

### ASSESSMENT METHOD

Grades will be assessed through some intermediate assignments, a final written exam, and active participation in the class. The following breakdown will apply:

Intermediate assignments: 50%.

Final written exam: 40%.

Active participation in the class: 10%

Students not attending the module will be evaluated only through the final written exam.

### NOTES

Information on office hours available on the instructor's personal page at <http://docenti.unicatt.it/>

