

International Summer University^{WU} 2024

WU Vienna (Vienna University of Economics and Business)

Course outline

Course title	<i>Responsible International Management in the Digital Age</i>
Instructor	<i>Michal Lemanski</i> <i>Email: Firstname.Lastname@wu.ac.at</i>
Language of instruction	English
Course level	Undergraduate
Contact hours	35 teaching hours (45 min. each)

Aim of the course

This intensive undergraduate course provides an in-depth understanding of several contemporary challenges managers face in multinational enterprises (MNEs) operating in the increasingly digitized global economy.

Students learn about the nature of international management and specific themes related to globalization, the impact of technologies on international business, especially: coordination and control of foreign operations, headquarters-subsiary relations, innovation and entrepreneurship, leadership, as well as talent management, inclusivity or exclusion at the modern workplace, and cross-cultural aspects of management. Each topic is considered together with related ethical dilemmas and the impact of managerial decisions on the social and environmental impact of the firm. Students are trained to understand both respective managerial perspectives and conceptual, theoretical approaches.

Utilizing a teaching method that systematically combines lectures, analytical exercises, class discussions, group workshops, and simulations, students learn about key concepts of international management and their applications to ethical dilemmas and sustainability challenges in the contemporary economy. A considerable proportion of activities require analysis of data and are of experiential nature. Therefore, students are put into the manager's seat, letting them experience being a decision-maker solving problems of multinational companies.

Overall, the course is managerial, incorporates multiple perspectives, and is contemporary. It is managerial in that it looks at topics of international management through the lens of managers of multinational enterprises (MNEs). It incorporates multiple perspectives as it considers a variety of different management topics. The course is contemporary in that it incorporates and touches upon up-to-date challenges and managerial responses.

Learning objectives

Knowledge and understanding

By the end of the course students will have learned about theoretical and conceptual foundations of various themes in international management with a special focus on challenges faced by managers working in the digital economy including:

- the nature and context of management of international operations in the digital economy,
- management of people of various cultures working in the virtual environment,
- coordination and control of internationally dispersed organizational units within a multinational enterprise (MNE),
- innovation and knowledge transfer across various institutional environments,
- responsible leadership and business ethics in the digital space in an international perspective,
- responsible use of technology for support of managerial decisions in international environment,
- strategic responses to present-day challenges of international management as well as key analytical tools and frameworks helping managers develop such strategies for the digital age.

Intellectual skills

Students participating in this course develop the ability to:

- think critically and be creative;
- manage the creative process in self and in others;
- organize thoughts, analyze, synthesize and critically appraise.

This includes the ability to identify assumptions, evaluate statements in terms of evidence, detect false logic or reasoning, identify implicit values, define terms adequately and generalize appropriately. Participants also learn how to use information and knowledge collected online and offline effectively: scanning and organizing data, synthesizing and analyzing in order to abstract meaning from information and to share knowledge.

Professional practical skills

In this course students develop the ability to conduct research into international business and management issues, individually and as part of a team, through research design, data collection, analysis, synthesis, and reporting.

Transferable (key) skills

Students also develop:

- effective two-way communication in personal and online context: listening, effective oral and written communication of complex ideas and arguments using a range of media, including the preparation of presentations.
- high personal effectiveness: critical self-awareness, self-reflection and self-management;
- time management and sensitivity to timezone differences and perceptions of time in various cultures;
- sensitivity to diversity in people and different situations,
- ability to continue to learn through reflection on practice and experience.

Prerequisites and/or admission requirements

Application requirements for the Undergraduate Program are current enrollment in an undergraduate study program in the fields of business administration. By the time of participation in the ISU^{WU} program, students must have completed a **minimum of one year of undergraduate education** with a specific focus on business administration and related areas.

Applicants interested in participating in the International Summer University^{WU} need an excellent command of the English language. The English language requirements can be found at [ISU^{WU} Language Requirements](#).

Application requirements for WU students can be found on our [application website](#).

Teaching methods

The course applies an interactive and participant-led approach, and takes advantage of a variety of teaching methods such as: lectures, case study discussions and workshops, small-group presentations, and group role-plays. A considerable proportion of this course is dedicated to experiential learning, using approaches which put students into the manager's seat, and help them experience challenges of international management in the digital age.

Pre-course assignment

1. Reading assignment

The assigned readings: case studies, scholarly articles, and business reports, form the basis for discussions, presentations, and other activities planned for this course. They also constitute the obligatory preparation material. It is imperative that all course participants have carefully read all material marked as "compulsory reading" on Canvas WU.

2. Writing assignment

Critically discuss dangers imposed by the use of AI-based tools to vulnerable groups of workers in your country, and advise what managers of companies operating in your country can do to improve the situation.

First, read information on Sustainable Development Goal No. 8, focusing on target 8.8, on the official Website of the United Nations (<https://www.un.org/sustainabledevelopment>), and conduct online research to find related reports about decent work (online work included) in your country. Find information about businesses which use AI-tools to manage their workforce and indirectly employed people, paying attention to reports about platform workers (e.g. people who deliver your online shopping). When writing your report, make sure that in your paper you put under scrutiny current problems which occur in your area, and identify potential for a better involvement of managers in business firms to ameliorate the situation of vulnerable workers affected by the use of AI technologies. Your report should present your own conclusions and observations, and be grounded in facts, and based on relevant sources, e.g. from the United Nations International Labour Organisation (ILO), your government, high quality academic journals and books, as well as daily press, news releases, and Websites of companies and non-governmental organizations (NGOs).

This written assignment accounts for 25% of the final mark for this course.

Expected length is 2,500 words (+/-10%). The list of references (bibliography) as well as graphics, tables and charts do not count towards this word count.

Submission deadline: July 3, 2024 (midnight CET. i.e. Vienna timezone)

Submission is only accepted as an upload on WU's online learning platform Canvas. Submission via E-mail will not be accepted. Late submissions will be accepted with a penalty of 5 points deducted for each day the submission is late. Permitted submission format is only a searchable Portable Document Format (.pdf). Submissions made in other file formats will not be opened and result in a "no submission" status. Submitting a file which is corrupted or saved with disabled text search function (which is necessary for plagiarism and AI-content checks) will result in "no submission" status.

Permitted referencing styles: AMA, APA or Harvard style - either one is accepted, yet must be consistently applied. The lecturer recommends free software "Zotero" (www.zotero.org) to manage references.

Note on use of AI tools: To properly cite content generated using AI tools (e.g. Google's Bard, or Open AI's ChatGPT) please follow guidelines of WU Vienna at <https://library.wu.ac.at/bib/fit4research/index.php/en/fit4research-english/cite-and-organize-your-literature/citing-correctly/#how>

All submissions will be checked for plagiarism and AI generated content. Strong penalties are in place for academic misconduct in line with policies of WU Vienna.

Comments

Each session begins at 9:00 a.m. and punctuality is required and monitored. Individual coaching or group consultations can be organized on an individual basis.

For issue related to the academic content of this course, please contact the lecturer directly.

To obtain information related to organizational arrangements and logistics, please refer to the ISU^{WU} organizers: International Office at WU-Vienna (isuwu@wu.ac.at).

Criteria for successful completion of the course

Attendance in all sessions is mandatory. The minimum pass-rate for the whole course is an aggregated score of 60% for all marked components listed below.

Assessment

There are four components of the final grade awarded for completing this course:

1. *Pre-course written assignment: 25%*
2. *Active participation in class: 30%*
3. *Group project: 20%*
4. *Final written exam: 25%*

Individual components of the final grade: 80%

Group component of the final grade: 20%

Grading scheme:

- o 100-90% excellent*
- o 89-80% good*
- o 79-70% satisfactory*
- o 69-60% sufficient*
- o 59-0% fail*

Course literature

There are dedicated readings for each session. All will be made available electronically through an online learning platform of WU Vienna (Canvas) 6 weeks before the course starts. Students must familiarise themselves with case studies and readings marked as compulsory before the class. This is important to enable active participation and effective work on group assignments.

Further readings suggested by the lecturer(s)

In addition, students who aim to earn highest marks should read papers on relevant topics covered in class and published in leading international journals. The lecturer recommends the four journals listed below:

Harvard Business Review,
Journal of Business Ethics,
MIT Technology Review,
Sloan Management Review

Please note the following information on the total minimum workload of the respective course:

Course level	ECTS-credits	Pre-course workload	In-class activity	Outside of class workload during the program
Undergraduate	4	approx. 20 hours	27 hours (= 35 teaching units) + wrap-up session on day 8	approx. 33 hours