

COURSE SPECIFICATION DOCUMENT

Academic School / Department:	Richmond Business School
Programme:	MSc International Business Management
FHEQ Level:	7
Course Title:	Managing the Multinational
Course Code:	BUSM 7100
Total Hours:	200
Timetabled Hours:	39
Guided Learning Hours	21
Independent Learning Hours:	140
Credit	20 UK CATS credits 10 ECTS credits 4 US credits

Course Description:

Applying theory from management sciences and organisational behaviour this course examines the challenges and opportunities of faced by managers in multinational companies (MNCs). The course focuses on diversity across people, products, and markets. Students will explore how cultural, institutional, and economic differences shape managerial decisions and organisational behaviour in global contexts.

Key themes include managing culturally diverse teams, adapting products and services to heterogeneous markets, and navigating complex international regulatory environments. The course addresses practical issues such as cross-cultural communication, negotiation, and collaboration with international colleagues and clients, highlighting common barriers such as language, time zones, and differing work practices.

Students will learn how to leverage diversity as a source of innovation and competitive advantage while mitigating risks associated with cultural misunderstandings and ethical dilemmas. Sustainability and global responsibility principles, aligned with the UN Sustainable Development Goals (SDGs), are integrated throughout, supported by real-world case studies of successful and unsuccessful multinational strategies.

Prerequisites:

None

Aims and Objectives:

The aim of this course is to develop students' ability to manage effectively in multinational companies by:

- Understanding the impact of cultural, institutional, and market diversity on global business operations.
- Building skills for leading diverse teams and collaborating across borders.
- Analysing international management challenges and applying responsible, sustainable solutions.
- Creatively integrate the UN SDGs into the multinational management strategy.
- Preparing students for careers in international management and consultancy by fostering critical thinking and cross-cultural competence.

Programme Outcomes:

A1;A2, A5 B2; B3; C1, C2, C3; D1, D3, 5;

A detailed list of the programme outcomes are found in the Programme Specification. This is located at the archive maintained by Registry and found at:

<https://www.richmond.ac.uk/programme-and-course-specifications/>

Learning Outcomes:

By the end of this course, successful students should be able to:

Learning Outcomes	Programme Outcomes
Analyse how diversity in people, products, and markets influences multinational strategies.	A1, A2, A5
Apply international management frameworks to solve complex global business problems.	B,1 B2,
Evaluate alternative approaches to managing cross-cultural teams and international client relationships.	B3
Demonstrate effective collaboration and communication in culturally diverse group settings.	D1, D3, D5
Advise on strategic decisions for multinational expansion, considering ethical and sustainability principles.	C1, C2, C3

Indicative Content:**Managing Diversity in Multinational Companies**

- Cultural intelligence and inclusive leadership
- Strategies for integrating diverse perspectives in decision-making
- Managing virtual and geographically dispersed teams

Global Product and Market Diversity

- Adapting products and services to local preferences
- Balancing global standardisation with local responsiveness
- Marketing strategies for culturally diverse consumer bases

Cross-Cultural Collaboration and Communication

- Opportunities and Challenges in working with international colleagues and clients.
- Negotiation styles across cultures
- Overcoming distance, time zone, language, and technology barriers

Organisational Structures and Entry Strategies

- Ethnocentric, polycentric, and geocentric approaches
- Subsidiary management and knowledge transfer
- Governance and compliance in multiple jurisdictions

Functional Issues in Multinational Management

- Human resource practices for diverse workforces
- Global supply chain coordination and sustainability
- Financial management across currencies and regulatory systems

Ethical and Sustainable Management in Global Contexts

- Corporate social responsibility in diverse markets
- Environmental and social impact of global operations
- Aligning multinational strategies with SDGs

Assessment:

This course conforms to the University Assessment Norms approved at Academic Board and located at: <https://www.richmond.ac.uk/university-policies/>

Teaching Methodology:

The course will be delivered through a blend of in-person lectures, workshops, and tutorials.

- Lectures will serve to introduce and explore new concepts and theoretical frameworks.
- Workshops will provide students with practical, hands-on experience, focusing on problem-solving and the application of theory to real-world scenarios.
- Tutorials will offer structured support and guidance for students' coursework and assignments.

Additionally, Guided Learning Hours (asynchronous online activities) will supplement the curriculum with extra learning content. This may include, but not be limited to: flipped classroom activities, recorded lectures, podcasts, vodcasts, quizzes, and online discussions.

Indicative Text(s):

- Chattopadhyay, G. (2025) *Global business strategies for success*. S.I.: Educohack Press.
- Czinkota, M.R., Ronkainen, I.A. and Gupta, S. (2021) *International business*. New York, NY: Cambridge University Press.
- Daniels, J. *et al.* (2021) *International business: environments & operations*. Global edn. Harlow: Pearson Education.
- Ferraro, G.P. and Briody, E.K. (2023) *The cultural dimension of global business*. 9th edn. London: Routledge.
- Gupta, S., Patel, P. and De, A. (eds) (2026) *Socially responsible business models for international brands*. Hackensack, NJ: World Scientific Publishing Co. Pte. Ltd.
- Hill, C.W.L. (2024) *Global business today*. 2024 release, international student edn. New York, NY: McGraw-Hill.
- Paik, Y., Chen, D., Newburry, W. and Prud'homme, D. (2025) *Global business: connecting theory to reality*. 2nd edn. New York, NY: Routledge.
- Verbeke, A. and Lee, I. (2022) *International business strategy: rethinking the foundations of global corporate success*. Cambridge: Cambridge University Press.
- Wild, J. and Wild, K. (2024) *International business: the challenges of globalization*. 10th edn., global edn. Harlow: Pearson.

Journals

Journal of Business and Management.

Journal of Business.

International Journal of Cross-Cultural Management.

Cross-Cultural Management Journal International Management Review.

International Journal of Contemporary Management.

International Studies of Management & Organization.

Global Business & Organizational Excellence.

Journal of Intercultural Communication.

See syllabus for complete reading list.

Change Log for this CSD:

Nature of Change	Date Approved & Approval Body (School or AB)	Change Actioned by Registry Services
Guided Learning Hours menu updated	October 2025	
Total Hours Updated	October 2025	