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Syllabus  
Global Management  
CFU 12

Prof. Denita Cepiku & Prof. Qingmei Xue

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### Course Description

The Global Management course is designed to provide an introduction to management principles and techniques adopted by sustainable and effective private, public and non-profit organizations operating at the global level. It aims at enhancing students' leadership and managerial competencies.

The first module gives an introduction to global management techniques (i.e. the organization and coordination of limited resources and activities in order to achieve relevant objectives). It highlights specificities of private, public and non-profit organizations. The second part of the module provides students with an understanding of the way in which globalization affects structure and purpose of governments and the emerging of hybrid forms of global management (networks and public-private partnerships, co-production, open innovation). At the end of the first module, students will be able to:

- Critically assess global management strategies and impact;
- Analyse international policy networks around public sector reform and policy dynamics;
- Understand the main actors and dynamics influencing global wicked issues, from a public management perspective.

The second module is designed to provide participants with a basic understanding of financial accounting. Specific attention will be devoted to the preparation, analysis and interpretation of financial information and financial statements. The focus will be on the four financial statements used by external stakeholders for decision making purposes. By the end of the second module, students should feel comfortable with reading a company's annual report and be able to make comparisons with other firms across different time periods.

- 1st Module: Introduction to Global Management & Global Public Management, Professor Denita Cepiku, CFU 6
  - 2<sup>nd</sup> Module: Introduction to financial accounting, Professor Qingmei Xue, CFU 6
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## 1<sup>st</sup>Module

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| <b>Topic 1</b>  | Intro to the course: collective problems and tentative answers at the global level. Needs and value creation by organizations. Private, public, non profit specificities.  |
| <b>Topic 2</b>  | Management basic techniques: <ul style="list-style-type: none"><li>- Strategic and operational management.</li><li>- Organizational structures and organizational change. Change management.</li><li>- Leadership and human resources management.</li><li>- Information systems.</li></ul> |
| <b>Topic 3</b>  | Global sustainability as a condition and a potential competitive advantage. Strategies and tools.  |
| <b>Topic 4</b>  | Public management as a policy field.<br>Global trends: New Public Management and the Public Governance.  |
| <b>Topic 5</b>  | Public sector reforms in OECD countries in the past three decades.<br>International institutions and policy diffusion.   |
| <b>Topic 6</b>  | Global public management key actors: international institutions.<br>Management reforms in global institutions.   |
| <b>Topic 7</b>  | Public management data at the global level   |
| <b>Topic 8</b>  | Public management and development. Public sector reforms in developed countries: specificities and the role of international development agencies.   |
| <b>Topic 9</b>  | Collaborative governance: networks.  |
| <b>Topic 10</b> | Collaborative governance: co-production & user innovation.   |
| <b>Topic 11</b> | Strategic foresight in the public sector.  |
| <b>Topic 12</b> | Global wicked problems.  |

### Teaching Method

The course includes lectures, case study discussions involving out of the class readings, and group work on selected problems, followed by presentation of main findings. Guest lectures are invited on the topics of international institutions' management reforms and sustainability.

### Textbook and Materials

- Slides and materials made available through the course website.
- Selected chapters in Klassen T, Cepiku D., Lah, T.J. (2015), Handbook on Global Public Policy and Administration, Routledge.
- Hood, C. (1995). The "New Public Management" in the 1980s: variations on a theme. *Accounting, organizations and society*, 20(2), 93-109.
- Matheson, A., & Kwon, H. S. 2003. Public sector modernisation: A new agenda. *OECD Journal on Budgeting*, 3(1), 7-24.

### Non mandatory readings

- Frederickson, H. G. (2005). Whatever happened to public administration. Governance, governance everywhere. Chapter 12, *The Oxford Handbook of public management*, 282.
  - Cepiku, D. 2014. "Network Performance: Towards a Dynamic Multidimensional Model." In *Network Theory in the Public Sector: Building New Theoretical Frameworks*, R. Keast, M. P. Mandell, and R. Agranoff (eds). New York: Taylor & Francis.
  - Cepiku D., Giordano F. (2014). "Co-production in developing countries. Insights from the Community Health Workers experiences". *Public Management Review*. 16:3, pp. 317-340.
  - Cepiku D. 2014. "Can strategic foresight in public management succeed?". In *Governance and Public Management. Strategic foundations for volatile times*. Edited by Charles Conteh, Thomas J. Greitens, David K. Jesuit and Ian Roberge, Routledge Critical Studies in Public Management.
  - Kettl, D. F. 2000. *The global public management revolution: A report on the transformation of governance*. Brookings Institution Press. Second Edition.
  - Pollitt, Christopher and G. Bouckaert. 2000. *Public Management Reforms: A Comparative Analysis*. Oxford: Clarendon Press.
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## 2<sup>nd</sup>Module

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| <b>Topic 1</b>  | Introduction, Review syllabus               |
| <b>Topic 2</b>  | Nature of accounting                        |
| <b>Topic 3</b>  | Measuring financial position                |
| <b>Topic 4</b>  | Measuring financial performance             |
| <b>Topic 5</b>  | Recording transactions                      |
| <b>Topic 6</b>  | Accrual Accounting and Financial Statements |
| <b>Topic 7</b>  | Statement of Cash Flows                     |
| <b>Topic 8</b>  | Accounting for sales                        |
| <b>Topic 9</b>  | Inventories                                 |
| <b>Topic 10</b> | PPE   |
| <b>Topic 11</b> | Financial analysis                          |

### Teaching Method

Lecture 60%

Exercises and Discussion 40%

(Homework assignments are the basis for class discussion)

### Textbook and Materials

- Horngren, Sundem, Elliot and Philbrick, Introduction to Financial Accounting, Prentice Hall, 11th edition
- Recent annual reports of selected companies

### Assessment

I module: The final grade refers to:

- Oral exam (70%)
- Group essay (20%)
- Classroom case study discussions and participation (10%)

II module: The final grade refers to:

- Participation (10%)
- In-class Quizzes (30%, 3 quizzes, 10 points each)
- Individual Assignments (20%; 4 assignments, 5 points each)
- Final exam (40%, written exam, close book)

### Office hours

I module: Upon appointment via [cepiku@economia.uniroma2.it](mailto:cepiku@economia.uniroma2.it)

II module: Upon appointment via [xueqingmei@gmail.com](mailto:xueqingmei@gmail.com)