



**Academic Year 2017-2018
Syllabus
Global Management
CFU 12
1st module: Prof. Yuri Biondi
2nd module: Prof. Denita Cepiku**

Course Description

The Course is divided into two Modules: International Corporate Management and Global Public Management).

The course aims at providing general knowledge of international accounting standards and the related accounting model, with some references to the implications for financial analysis and disclosure. Students will be introduced to the fundamental accounting elements (assets and liabilities, revenues and expenses), and to the allowed methods of recognition and measurement. Specific attention will be devoted to tangible and intangible assets, including goodwill, and group accounting, including business combinations. The course aims at allowing students to better understand and use financial statements prepared under international accounting standards. Through magisterial teaching and worked exercises, including analysis of current accounting practices and approaches, they will be able to better interpret and analyze accounting information and disclosure. They will be prepared to understand the working of the corporate accounting under international accounting standards, read and interpret the financial statements (especially the income statement and the statement of financial position), and disentangle the financial information delivered by financial accounting and disclosure.

Public management has been part of the globalization process as attested by public sector reform models such as the New Public Management in the late 1980s and Public Governance in the early 1990s that have affected, although with different pace and approaches, almost every country in the world.

In developed countries, the mid-1970s crisis stimulated an international conversation, led by the OECD Public Management Committee that public sector reform should be a policy field in its own right. In developing countries, development organizations such as the UNDP and the World Bank realized that economic performance depended on an effective and efficient public sector and adopted and promoted the New Public Management model as well. Finally, also post-communism countries joined the managerial wave of modernization.

While the current global economic crisis has highlighted the fact once again that economic performance hinges on an effective public sector, models of reform have changed shifting from market-type mechanisms to networked approaches.

The course examines both the theoretical frameworks underlying public sector reforms in the past thirty years and the empirical evidence gathered so far.

Issues addressed during the course refer to the way in which globalization affects structure and purpose of governments, administrative reforms implemented to respond to globalization and their impact.

Emerging theories guiding public management at the global level will also be discussed such as networks and public-private partnerships, co-production and open innovation.

Finally, the potential contribution of strategic foresight in public management will be discussed, as an approach able to overcome the main weaknesses of the previous modernization attempts.

International Corporate Management (1st Module)

Teaching method

Each teaching unit comprises a magisterial lesson together with worked exercises, including analysis of current accounting practices and approaches.

Schedule of Topics

The course comprises eight teaching units and four working group units:

Teaching Unit – TU1

- Institutional organization and context: the standards-setting process
- Preparation and Publication of Financial Statements
- Governance of Accounting Standards: Local and International Accounting Standards
- Accounting standards: IAS1 – Financial Statements ; IAS7 - Cash Flow Statement

Teaching Unit – TU2

- Conceptual framework and measurement methods
- The Business Firm and Accounting Models of Reference (Fair Value; Historical Cost)
- Basic structure of an accounting standard
- Accounting standards: Conceptual Framework; IFRS13 Fair Value Measurement

Teaching Unit – TU3

- The asset side of balance sheet
- Asset recognition and measurement (valuation)
- Depreciation: allowed methods, depreciation by part
- Impairment test
- Accounting Standards: IAS16 – Tangible Assets ; IAS36 Impairment Test ; IAS40 Investment Property

Teaching Unit – TU4

- Intangibles: buying, internally generating or acquiring
- Accounting for Research & Development
- Accounting Standards: IAS38 Intangible Assets ; IFRS3 Business Combinations

Teaching Unit – TU5

- Mergers & Acquisitions (business combinations)
- Accounting for Goodwill
- Accounting Standards: IAS38 Intangible Assets ; IFRS3 Business Combinations

Teaching Unit – TU6

- Accounting for the financial dynamics: financial instruments
- Financial Borrowing and Investing
- Provisions
- Accounting Standards: IAS37 Provisions and other Contingent Elements ; IFRS9 Financial Instruments (presentation)

Teaching Unit – TU7

- Income statement: revenues and charges related to operations
- Other revenues and charges: government grants
- Accounting Standards: IFRS15 Revenue ; IAS20 Government Grants

Teaching Unit – TU8

- Group Accounting
- Consolidation principles: concepts of control

- General overview and conclusive remarks
- Accounting Standards: IFRS10 – IFRS12

Working Group Organisation

Working groups of 4 members should prepare a class presentation of around 20 minutes, to be given at the end of the program. Working groups may choose two kinds of assignment:

- One case study based upon the financial statements issued by some corporate groups listed in a European Regulated Exchange. Coverage must include at least one company over three years, or three companies in the same year.
- One review study drawing upon literature concerned with governance and principles of international accounting.

Each group should produce (i) this oral presentation, (ii) the supporting slides for it, and (iii) the set of collected documentation to corroborate it (including downloaded financial statements and other corporate documentation). Evaluation is based on all the three dimensions.

Further details will be provided to and agreed with the teaching team (professor and assistant professors) by each group.

Calendar

12 March	14h – 17h, 3h	TU1
13 March	10h – 13h, 3h	TU2
14 March	14h – 17h, 3h	TU3
15 March	9h – 12h, 3h	Training Session
19 March	14h – 17h, 3h	TU4
20 March	14h – 17h, 3h	TU5
21 March	10h – 13h, 3h	Training Session
22 March	14h – 17h, 3h	Mid-Term Written Examination
26 March	10h – 13h, 3h	Working Group Session
27 March	10h – 13h, 3h	TU7
28 March	14h – 17h, 3h	Training Session
3 April	14h – 17h, 3h	Working Group Session
4 April	14h – 17h, 3h	TU8
5 April	10h – 13h, 3h	Working Group Presentations
6 April	14h – 17h, 3h	Working Group Presentations
10 April	14h – 17h, 3h	Final Written Examination

Textbooks and Materials:

Textbooks of reference include:

- IFRS Foundation (2015), A Briefing for Chief Executives, Audit Committees & Boards of Directors
- Lexis Nexis Companion (2016), Introduction to IFRS, sixth edition

The students may consult one of the following textbooks (although out of date for some standards):

- Ankarath N., Ghosh T.P., Mehta K.J., Alkafaji Y.A. (2001), Understanding IFRS fundamentals, John Wiley and Sons Inc.
- Wiecek I.M., Young N.M. (2011), IFRS Primer: International GAAP Basics, John Wiley and Sons Inc.

Further Readings:

- Yuri Biondi et al. (2007) eds., The Firm as an Entity: Implications for Economics, Accounting, and Law, NY and London: Routledge.

- Yuri Biondi et al. (2017) ed., Which Accounting Regulation for Europe's Economy and Society, Thematic Issue, Accounting, Economics and Law: A Convivium, (7) (2), July. URL:

<https://www.degruyter.com/view/j/ael.2017.7.issue-2/issue-files/ael.2017.7.issue-2.xml>

Primary Sources:

- Private Sector Accounting in Europe:

https://ec.europa.eu/info/business-economy-euro/company-reporting-and-auditing/company-reporting/financial-reporting_en

- Public Sector Accounting in Europe:

<http://ec.europa.eu/eurostat/web/government-finance-statistics/government-accounting>

- Non-Financial Reporting in Europe:

https://ec.europa.eu/info/business-economy-euro/company-reporting-and-auditing/company-reporting/non-financial-reporting_en

Oral lessons provide for each Teaching Unit (TU) a summary of basic notions and methods, and some worked examples.

Global Public Management (2nd Module)

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.

This course will provide students with a mixture of theoretical and class discussion on global trends as they relate to public management and public administration.

At the end of the course, students will be able to:

- Describe, explain and provide a critical assessment of public management reforms at the global level.
- Analyse international policy networks around public sector reform and policy dynamics.

Schedule of Topics

Topic 1	Intro to the course: collective problems and tentative answers at the global level. Syllabus review.
Topic 2	Needs and value creation by organizations. Private, public, non profit specificities.
Topic 3	Public sector, public administrations. Public management.
Topic 4	Public management as a policy field. Global trends: New Public Management and the Public Governance.
Topic 5	Non profit management. Global issues (philanthropy) (guest lecture)
Topic 6	Social enterprises and hybrid organizations (guest lecture)
Topic 7	Public sector reforms in OECD countries in the past three decades. Group works.
Topic 8	Strategic management in the public sector. The Bronx case study.
Topic 9	Stakeholder management in the public sector.
Topic 10	Public management data at the global level: group work
Topic 11	Collaborative governance: networks, co-production & user innovation.

Textbook:

The Routledge Handbook of Global Public Policy and Administration, 2017

<https://www.routledge.com/The-Routledge-Handbook-of-Global-Public-Policy-and-Administration/Klassen-Cepiku-Lah/p/book/9781138845220>

Attending students: [chapters 1, 13, 14, 16, 25, 26, 27] and ppt slides (where 'compulsory reading' is specified in the title).

Non attending students: in addition to the above: chapters 1-5 & 11

Additional non-compulsory readings

- Slides ('non-compulsory reading' specified in the title) and materials made available through the course website.
- 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.
- Frederickson, H. G. (2005). Whatever happened to public administration. Governance, governance everywhere. Chapter 12, *The Oxford Handbook of public management*, 282.
- Kettl, D. F. 2000. *The global public management revolution: A report on the transformation of governance*. Brookings Institution Press. Second Edition.
- Osborne, S. P. (ed.). 2010. *The New Public Governance?: Emerging Perspectives on the Theory and Practice of Public Governance*. Abingdon, UK: Routledge.
- Pollitt, Christopher and G. Bouckaert. 2000. *Public Management Reforms: A Comparative Analysis*. Oxford: Clarendon Press.

Assessment

1st module: International Corporate Management

30% Mid-Term written examination

40% Final written examination (Pre-exam at the end of the module)

30% Working Group Report and Presentation

For non-attending students the final grade will be 100% based on the written exam alone taken during the regular exam sessions.

2nd module: Global Public Management

Written exam. The final grade refers to preparation on lectures and seminars, classroom case study discussions and individual/group essay.

For non-attending students the final grade will be 100% based on the written exam alone.

Final grade: The final grade for the Exam of Global Management is the average of the grades obtained in the two Modules during the Summer/September session.

You will be able to keep the results of midterms and of one of the modules only if you complete the whole exam in the Summer session, otherwise you will have to retake both modules' exams in the September session.

Office hours

Upon appointment by email

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NOTE: Since the course is provided for a limited number of students, **Erasmus or non-Global Governance students** who would like to attend the course need to contact the Secretariat of Global Governance by e-mail global.governance@uniroma2.it for registration and inform the Professor of the course. They are required to sign a code of conduct like all Global Governance students, accepting all values and rules. Please read it carefully before enrolling and notice that attendance is required from the very first lesson.