



## COURSE DATA

### Data Subject

<b>Code</b>	35797
<b>Name</b>	International business management
<b>Cycle</b>	Grade
<b>ECTS Credits</b>	4.5
<b>Academic year</b>	2019 - 2020

### Study (s)

Degree	Center	Acad. year	Period
1313 - Degree in Business Management and Administration	Faculty of Economics	3	First term
1330 - Degree in Business Management and Administration (Ontinyent)	Faculty of Economics	3	First term
1921 - D.D. in Business Management Administration-Law	Doubles Studies Faculty of Law - Faculty of Economics	3	Second term
1926 - D.D. in Tourism-Business Management Administration	Faculty of Economics	3	First term

### Subject-matter

Degree	Subject-matter	Character
1313 - Degree in Business Management and Administration	2 - General business management	Obligatory
1330 - Degree in Business Management and Administration (Ontinyent)	2 - Dirección General de la Empresa	Obligatory
1921 - D.D. in Business Management Administration-Law	4 - Year 3 compulsory subjects	Obligatory
1926 - D.D. in Tourism-Business Management Administration	4 - Asignaturas de tercer curso	Obligatory

### Coordination

Name	Department
CAMPS TORRES, JOAQUIN	105 - Business Administration 'Juan José Renau Piqueras'
LINARES NAVARRO, ESMERALDA	105 - Business Administration 'Juan José Renau Piqueras'



## SUMMARY

International Business Management is an obligatory module in the third course of the Degree in Business Administration and the Double Degree in Business Administration and Law, which is intended to fill the gap in the field of management of the company that has developed internationally.

Currently, firms of the most advanced countries are highly internationalized, so that there is agreement to consider the late 20th century and the beginning of the 21st century as the globalization age. Therefore, the study of these companies is essential. In addition, the international company has its own characteristics. A specific challenge for these companies is the fact that they operate in different geographic markets where currencies, cultural differences, labour legislation, taxation, competition, etc. are different. Consequently, the definition of the strategy and its implementation must necessarily consider these aspects, in addition to those that are specific to each particular company.

Hence, this subject aims to afford the student with a comprehensive knowledge on the basic aspects in the management of a multinational firm. The subject is structured into five lessons, contained into two parts. First part consists on a general overview on the global environment and the nature of the international strategy (globalization of the economy, decision to entry into foreign markets, internationalization drivers and entry mode choice). Second part focuses on the study of the management of a multinational firm (organization of the company, cultural issues and human resource management). Once these relevant aspects have been approached, the last lesson goes over the analysis of the internationalization of the Spanish firms and the main multinational businesses.

## PREVIOUS KNOWLEDGE

### Relationship to other subjects of the same degree

There are no specified enrollment restrictions with other subjects of the curriculum.

### Other requirements

Basics on Business Management and Strategic management



## OUTCOMES

### 1313 - Degree in Business Management and Administration

- Demonstrate capacity for analysis and synthesis.
- Have organisation and planning skills.
- Demonstrate oral and written communication skills in the native language.
- Be able to use English in a professional environment.
- Be able to use ICTs in the field of study.
- Be able to analyse and search for information from different sources.
- Be able to make decisions.
- Be able to work in a team.
- Have critical and self-critical capacity.
- Manage time effectively.
- Be able to adapt to new situations.
- Show creativity.
- Show leadership and skills for mobilising the capacities of others.
- Be able to coordinate activities.
- Know the general characteristics and fundamentals of business management and organisation, and be able to use the instruments and tools available to analyse and design business policies and strategies, taking account of the international business environment and knowing how to assess the effects of these strategies on business activity and outcomes and on the socio-economic environment in the short and long term.
- Be able to carry out strategic diagnoses in complex and uncertain environments using the appropriate methodologies to resolve them.
- Be able to make decisions under certainty and uncertainty environments.
- Understand the impact of economic, political, legal, socio-cultural, technological and environmental variables on business activity.
- Know how to set objectives and strategies at the different levels of the organisation, and how to assess the implications and needs for achieving them.
- Be able to plan, organise, control and evaluate the implementation of business strategies.
- Be able to contextualise the principles of business management and of strategy design and implementation within international business.



## LEARNING OUTCOMES

- Possess basic knowledge about the characteristics of the environment that surrounds international companies.
- Ability to describe and analyze the reasons that drive companies to internationalize.
- Critically evaluate the different forms of internationalization that companies can carry out.
- Know the different strategic approaches that international companies can adopt.
- Ability to describe and analyze the cultural differences with which any company can be found when it is internationalized.
- Ability to analyze and synthesize business information in a written report and argue about it, through concepts or techniques management of international companies.
- Work in a team effectively with other colleagues.
- Manage and understand the bibliography and documentation in English.
- Solve tasks or perform work in the time allotted for it maintaining the quality of the result.
- Suggest and evaluate business actions with a socially responsible perspective.

## DESCRIPTION OF CONTENTS

### 1. LESSON 1. THE GLOBAL BUSINESS ENVIRONMENT

- 1.1. What is globalization?
- 1.2. Globalization drivers
- 1.3. Globalization, ethics and regulation of MNCs

### 2. LESSON 2. INTERNATIONAL STRATEGY.

- 2.1. The international strategy: motives and conditions
- 2.2. Entry mode choice and market selection
- 2.3. Entry modes
  - 2.3.1. Exports.
  - 2.3.2. Licenses.
  - 2.3.3. Direct Investment.
- 2.4. Internationalization process

**3. LESSON 3. ORGANIZATION OF THE MULTINATIONAL CORPORATION**

- 3.1. Global and local pressures of the environment in international business
- 3.2. Strategic approaches
- 3.3. Organization of the international activity: organizational structures
- 3.4. Strategy-structure fit

**4. LESSON 4. CULTURE AND HUMAN RESOURCES IN THE MULTINATIONAL FIRM**

- 4.1. Cultural dimension in international management: Hofstede's model of cultural differences
- 4.2. Human resource management in the multinational firm: expatriates vs. local managers
- 4.3. Specific characteristics of the expatriation management process

**5. SPANISH MULTINATIONAL FIRMS AND EMNE**

- 5.1. Foreign direct investment of Spanish firms. Historic perspective
- 5.2. Profile and characteristics of the Spanish multinational firm.
- 5.3. Profile and characteristics of emerging countries multinational firms

**WORKLOAD**

ACTIVITY	Hours	% To be attended
Classroom practices	30,00	100
Theory classes	15,00	100
Development of individual work	20,00	0
Readings supplementary material	6,00	0
Preparation of evaluation activities	9,00	0
Preparing lectures	15,00	0
Preparation of practical classes and problem	15,00	0
<b>TOTAL</b>	<b>110,00</b>	

**TEACHING METHODOLOGY**

In the teaching methodology of the module *International Business Management*, different approaches will be implemented. For theoretical classes, exposition of the lessons will be done, while other instructive forms of participation will also be relevant for these lectures to engage the student in their learning process. These types of methods enhance the interaction of the lecturer and the students, and are more appropriate to ensure the development of generic competences. The methodology will be the following:





- *Ø Theoretical classes:* will consist on master lessons to present the course contents previously detailed. Furthermore, as students are encouraged to have an active and autonomous role in their learning, for each of the lessons they can get the recommended references and readings in order to create their own materials to study module contents. This fact allows the development of these generic competences: analyses and synthesis capability, critic capability, and autonomous learning capability.
- *Ø Practical classes:* these classes will enable the practical implementation of the knowledge acquired in the theoretical lessons and improve the students' capability for teamwork and interpersonal communication skills. Moreover, these practical classes are oriented to improve the students' organization and planning capability. Generally, at these classes cases studies will be used at two stages, first individually and then in groups. Other teaching methodologies might be used, such as analyses and discussion of readings in small groups. Also, videos will be watched in class to present and discuss some practical activities.

With the aim to develop some generic and specific competences, an individual monographic will be done by the students, consisting on the analyses and implementation of the learned concepts for the case of a real international company. Students will also present an individual report. Both deadlines are detailed in the course calendar, and will be announced in aula virtual. As a general rule, students will deliver their works in aula virtual, in the folder "tasks". No activity will be accepted after its deadline.

## EVALUATION

The course assessment has two components:

- *Synthesis exam (60% of the final grade).* The aim of this written exam is to evaluate the achievement of the learning objectives. This part consists on a theoretical-practical exam which includes essay questions to develop and discuss, preferably to make students connect these aspects with the concepts seen along the course. This exam will be done in the official date and place established by Faculty of Economics within the academic calendar. It is necessary to get five points over ten in this exam in order to add the points obtained in the continuous assessment.
- *Continuous assessment (40% of the final grade).* In this part the evolution and learning process of the student will be assessed, considering the generic and specific capabilities and skills that have been achieved. Throughout the practical classes students will be asked to deliver individual or group activities to be evaluated. Also, participation will be positively assessed in other activities such as analysis and discussion of readings, news or videos, or attendance to seminars or conference if programmed. Finally, the delivery of an individual monographic work and a report will account also for the final continuous assessment mark. Delivery deadlines on all these activities will be previously announced in class and aula virtual. No activity will be accepted once its deadline has been reached. **This part of the evaluation allows to provide with a convenient feedback for both the student and the teacher, hence attendance, participation and development of activities is required.**



In compliance with Article 6.9 of the Evaluation and Qualification Regulations of the Universitat de València, attendance to practical classes is mandatory. The student shall be deemed to have complied with the attendance if he / she has attended a minimum of 80% of the hours of these sessions and if he / she has adequately justified the impossibility of attending the remaining sessions due to force majeure.

Given that its design (classroom participation, group work on case studies, etc.) impedes the evaluation of learning outcomes in contexts other than those for which they were designed, continuous assessment activities are considered non-recoverable in the second call. However, for cases in which the student suspends this part or, exceptionally, cannot attend classes, there is the possibility of performing additional recovery tasks. For this, she/he must contact the teacher. The mark that can be obtained under this format is a maximum of 2.0 out of 4.0 points.

**This final grade will be obtained by adding the marks from the written exam and the continuous assessment, as long as the written exam has been passed. In case the student do not pass the written exam, the maximum grade will be 4,5 points over 10.**

## REFERENCES

### Basic

- Guillen, M.F. (2006): El auge de la empresa multinacional española. Ed. Marcial Pons, Madrid.
- Pla, J. y León, F. (2016) Dirección internacional de la empresa. Ed. McGraw Hill Education
- Daniels J., Radebaugh, L. H., and Sullivan, D. (2012): International Business: Environments and operations. Pearson, 14th Edition.

### Additional

- Canals, J. (1994): La Internacionalización de la Empresa, Ed. McGraw Hill.
- Durán, J. J. (2001): Estrategia y economía de la empresa multinacional. Madrid: Pirámide.
- Welch, L., Benito, G. y Pedersen, B. (2007): Foreign Operation Methods: Theory, Análisis, Strategy. Ed. E.E.:London
- Barlett, C.A. y Ghoshal, S. (1989): La empresa sin fronteras. La solución transnacional. McGrawHill, Madrid.
- Bonache, J. y Cabrera, A. (2002): Dirección Estratégica de personas, Madrid: Prentice Hall Financial Times.
- Ghauri, P., Cateora, P. (2014): International Marketing, McGraw-Hill, England.

## ADDENDUM COVID-19



**This addendum will only be activated if the health situation requires so and with the prior agreement of the Governing Council**

## **Grado ADE-Derecho**

### **1. Continguts / Contenidos**

Se mantienen los contenidos

### **2. Volum de treball i planificació temporal de la docència 2. Volumen de trabajo y planificación temporal de la docencia**

Se mantiene el peso de las distintas actividades que suman las horas de dedicación en créditos ECTS marcadas en la guía docente original.

### **3. Metodologia docente 3. Metodología docente**

Se ha complementan los materiales teóricos ya impartidos con materiales del manual de la asignatura ("Dirección de empresas internacionales", José Pla, Fidel León. Se encargan trabajos a través del aula virtual, y se sube material en la misma. Exposición de trabajos por videoconferencia. Se realizan tutorías personalizadas/colectivas mediante videoconferencia. Estoy utilizando Skype

### **4. Avaluació 4. Evaluación**

Se mantiene la ponderación en la evaluación de la teoría/práctica, según consta en la guía original. Se mantiene el tipo de examen, que se realizará online.

### **5. Bibliografia 5. Bibliografía**

Se mantiene la bilbiografía.