COURSE DATA

Data Subject

Code	35797
Name	International business management
Cycle	Grade
ECTS Credits	4.5
Academic year	2024 - 2025

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 - Double Degree Program BMA and Law	Faculty of Law	3	First term
1926 - Double Degree Program Tourism and BMA	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 - Double Degree Program BMA and Law	4 - Year 3 compulsory subjects	Obligatory
1926 - Double Degree Program Tourism and BMA	4 - Asignaturas de tercer curso	Obligatory

Coordination

Name	Department
LINARES NAVARRO, ESMERALDA	105 - Business Administration 'Juan José Renau Piqueras'
VILLAR GARCIA, CRISTINA	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

COMPETENCES (RD 1393/2007) // LEARNING OUTCOMES (RD 822/2021)

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 (RD 1393/2007) // NO CONTENT (RD 822/2021)

- 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 deterrents
1.4. 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: Hofstedes 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. TRENDS AND CHALLENGES IN INTERNATIONAL BUSINESS MANAGEMENT

5.1. The internationalization of Spanish companies: characteristics and historical evolution
5.2. The new global competitors: emerging markets firms
5.3. Future challenges in the management of the international company

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
TOTAL	**110,00**	

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:

- *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.
- *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, a 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 module International Business Management will be evaluated based on the consideration of the following aspects:

Summary test (60% of the final grade). The main function of the synthesis tests (examination) is to evaluate the achievement of the training objectives. Written tests are restricted essay tests (development questions), whose questions can refer to both theoretical and practical contents that relate various concepts of the subject. In addition to using one or several development questions, multiple choice questions may also be used upon teaching staff’s consideration. The exam will take place on the official date that the Faculty of Economics establishes within the course academic calendar. It is necessary to obtain five points out of ten (three out of six) in the written test to be able to add the qualification obtained in the continuous evaluation, provided that such continuous evaluation has been passed.

Continuous assessment (40% of the final grade). In this part the evolution of the students in their acquisition of specific skills or competencies, generic competencies and social skills proposed in this teaching program will be assessed. The teaching staff will offer periodic information, both individually and in groups, of the progress made by the students as well as the points that need to be improved. Throughout the course, students will be asked to submit practical cases to evaluate them, which will be carried out individually and/or in groups. Likewise, participation in the different activities proposed by the lecturers will be valued, such as the analysis and discussion of readings, news or videos or, if applicable, attendance at conferences or seminars. Finally, the completion of the monographic work will be evaluated. To pass the continuous evaluation, it will be required to obtain five points out of ten (two out of four). This part of the assessment allows a feedback process for both teachers and students.

In compliance with article 6.9 of the Evaluation and Qualification Regulations of the Universitat de València, practical classes are compulsory attendance. Students will be considered to have complied with attendance if they have attended a minimum of 80% of the hours of these sessions, and if they have adequately justified the impossibility of attending the remaining sessions due to force majeure.

The student's final grade will be the result of the weighted sum of the mark obtained in the synthesis test (60% of the grade) and in the continuous assessment (40% of the grade), as long as both parts have been passed with a rating of 5 out of 10. In case of not passing the synthesis test, the maximum rating will be 4.5. The qualifications of the continuous evaluation activities are considered NON RECOVERABLE in the second call. However, the exam will also be weighted by 60% of the final grade, such that the course may be passed if 5 points out of 6 are obtained in the summary test (exam).

In accordance with article 28 of the Regulation of linguistic uses of the University of Valencia (ACGUV 167/2014, of 30 September, modified by ACGUV 146/2023), the statements of the exams and exercises will be presented in the language in which the subject has been officially offered.

As regards the processing of information using artificial intelligence (AIG) tools, the following considerations must be taken into account:

- As a general rule, it is not permitted to use AIG tools to achieve the main objective of assessment activities. The teaching staff will explicitly indicate for which type of activities and under which conditions the use of AI is permitted or limited.

- If AIG tools are used, a declaration of responsibility use must always be included indicating the source and the parts of the work affected. Furthermore, an annex where the prompt used should be included as well as its different modifications and a fragment of the most relevant text of the response.

Cheating on an exam, using artificial intelligence (e.g., ChatGPT) fraudulently, or plagiarizing the written work of others will be considered very serious offenses and will not be tolerated in this course. If a student is suspected of having plagiarized in whole or in part, or is caught cheating, they will immediately receive a grade of zero points on said paper or exam, notwithstanding possible more serious consequences (e.g. directly suspend all continuous assessment). It is very important that students avoid putting themselves in the position of being suspected of cheating (for example, looking at another student's exam or copying another student's work) or plagiarism (i.e., using words of another person or of a text or web page as if they were your own using current technologies), as this can have serious consequences.

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

- 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.