



## COURSE DATA

### Data Subject

Code	35892
Name	International business management
Cycle	Grade
ECTS Credits	6.0
Academic year	2023 - 2024

### Study (s)

Degree	Center	Acad. year	Period
1314 - Degree in International Business	Faculty of Economics	3	First term

### Subject-matter

Degree	Subject-matter	Character
1314 - Degree in International Business	11 - Corporate and international strategy	Obligatory

### Coordination

Name	Department
DASI COSCOLLAR, MARIA DELS ANGELS	105 - Business Administration 'Juan José Renau Piqueras'

## SUMMARY

**International Business Management** is a finalist module of an inclusive character, 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 challenge specific to these companies is the fact that they operate in different geographic markets where currencies, cultural references, 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.



The module of International Business Management is aimed, therefore, at **training students in those basic skills that help understand how a company can become a multinational corporation (MNC), and what how the ones that are already MNCs. operate.**

## PREVIOUS KNOWLEDGE

### Relationship to other subjects of the same degree

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

### Other requirements

Students arrive at the module after having received a comprehensive training on the process of strategic management and, therefore, know the business and functional areas, organizational structure and their relationship with the environment. These insights are minimum requirements for developing the module, so that they will be extended and adapted to the case of international businesses.

Specifically, the International Business Degree modules that are most important as background for the proper optimiza

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

### 1314 - Degree in International Business

- Develop the capacity to evaluate and critically analyse international economic phenomena and agents.
- Develop intercultural sensitivity and the ability to adapt to other geopolitical contexts.
- Be able to work in multidisciplinary and intercultural teams.
- Understand and reflect on socio-economic and political contexts that affect business and economic decision-making in an international environment.
- Understand the structure and functioning of companies and organisations operating in an international context.
- Develop an ethical attitude in business, respecting human rights and the environment both in the country of origin of the company and in the different markets in which it operates.
- Manage the design, coordination and control mechanisms of the company's international strategy.
- Manage relations between the parent companies of multinationals and their subsidiaries.
- Be able to generate ideas and detect business opportunities in international markets.
- Develop the capacity to prepare and defend reports that contribute to the decision-making of public and private agents.



- Conocer los requisitos necesarios para que la empresa pueda competir en los mercados internacionales.
- Desarrollar la capacidad para trabajar en red, tanto en redes internas de la empresa como en redes inter-empresariales.
- Conocer los distintos modos de entrada y operación en los mercados exteriores.
- Reconocer los distintos procesos de internacionalización que puede seguir una empresa.
- Conocer las características y funcionamiento de los distintos enfoques estratégicos de competencia internacional.
- Ser capaz de diseñar e implementar los mecanismos de coordinación y control de la empresa internacional.
- Conocer los distintos roles estratégicos desempeñados por las filiales exteriores y los procesos de desarrollo de éstas.
- Tener unas nociones básicas sobre el fenómeno de la expatriación.
- Conocer las principales características del proceso de internacionalización seguido por las empresas españolas.
- Mantener una actitud ética en los negocios, respetuosa con los derechos de las personas y el medio ambiente.

## **LEARNING OUTCOMES (RD 1393/2007) // NO CONTENT (RD 822/2021)**

Upon completion of this module, students should be able to:

- Understand the global environment in which multinational companies evolve.
- Analyze the reasons that lead them to internationalize.
- Review the various theories that justify their development.
- Know the different possibilities of expansion and how their internationalization process evolves.
- Identify strategies and alternative structure configurations that can be developed.
- Understand the influence that the cultures of the host countries can have on their strategies.
- Introduce different ways of doing business in various markets.
- Know the HR policies of multinational corporations.
- Analyze the characteristics of the internationalization of companies from Spain and from emerging countries.

## **DESCRIPTION OF CONTENTS**

### **1. Globalization and International Business**

- 1.1. Economic Globalization: concept, levels, and measurement
- 1.2. Drivers and barriers of globalization
- 1.3. Sustainability and corporate social responsibility in International Business



## 2. Strategic management in a global context.

- 2.1. Concepts and types of strategy. Environment and internal analyses.
- 2.2. International strategy drivers.
- 2.3. International strategy conditions: Porters Diamond.

## 3. The decision of entry to international markets.

- 3.1. Market selection: Country risk.
- 3.2 International entry modes.
  - 3.2.1. Exportsing.
  - 3.2.2. Licensing.
- 3.3.3. Foreign Direct Investment (FDI).
- 3.3. Factors influencing the entry mode choice.
- 3.4. The internationalization process.

## 4. Strategy and organization of the multinational company.

- 4.1. International strategic approaches.
- 4.2. International organizational structures.
- 4.3. Co-ordination and control mechanisms in MNCs.

## 5. Foreign subsidiary management.

- 5.1. Foreign subsidiary strategies.
- 5.2. Subsidiary role drivers.
- 5.3. Subsidiary development: Dynamic evolution process.

## 6. Culture and human resources in international management.

- 6.1. Culture in international business.
- 6.2. Assessing cultural differences.
- 6.3. Expatriates vs. host country managers.
- 6.4. The expatriation process.
- 6.5. Expatriation in Spanish MNCs.

## 7. Spanish and emerging countries' multinational companies.

- 7.1. The internationalization of Spanish companies: Historical perspective.
- 7.2. Distinctive characteristics of Spanish MNCs.
- 7.3. MNCs from emerging countries.

**WORKLOAD**

ACTIVITY	Hours	% To be attended
Theory classes	30,00	100
Classroom practices	30,00	100
Development of group work	10,00	0
Development of individual work	10,00	0
Study and independent work	10,00	0
Readings supplementary material	10,00	0
Preparation of evaluation activities	20,00	0
Preparing lectures	10,00	0
Preparation of practical classes and problem	10,00	0
Resolution of case studies	10,00	0
<b>TOTAL</b>	<b>150,00</b>	

**TEACHING METHODOLOGY**

There will be a **two-hour (theory) lecture plus a two-hour practice session per week**, thus totalling four classroom hours per week.

Practice sessions will consist of working on case studies, developing workshops, presentations and discussions, etc. **Lecture slides and practice sessions guidelines will be uploaded onto virtual classroom** (moodle platform) of the course ([www.aulavirtual.uv.es](http://www.aulavirtual.uv.es)). Since this course is part of a full-time degree, attendance to all classroom activities is important, and **attendance to all practice sessions is compulsory**.

Students are encouraged to participate actively in all classes, including (theory) lectures. Term permanent **student teams will be made**, within each practice group, as a basis for working on important components of the practice side of the course (case studies, presentations, class discussions, etc.). These teams will work on projects and will be assessed on a continuous base.

**Policy for the use of Artificial Intelligence (AI) in class**

Learning to use AI is an emerging skill and we will provide training on how to use it.

You must be aware of AI limits, such as the following:

If you provide minimal effort prompts, you will get low quality results. You will have to perfect your directions to get good results. This requires work.

You will be responsible for any errors or omissions provided by the tool. Check the sources.



AI is a tool, think carefully when it is useful. Do not use it if it is not appropriate for the case or circumstance.

**You must include a paragraph at the end of any task that uses Artificial Intelligence explaining what you have used it for and what instructions you have applied to obtain the results. If you do not, you will be in violation of the academic honesty policy, and it will be considered plagiarism.**

The lecturer will create team mail boxes in the virtual classroom, where students will have to upload their assignments by the established deadlines. Should the students have any course-related queries, questions or feedback, or should they need any guidance or advice on practice assignments, besides being able to contact the lecturer by email (and if appropriate through the online forum), they are welcome to attend the (voluntary) office tutorials during the lecturer's office hours.

<http://www.uv.es/uvweb/business-administration-department/en/teaching-research-staff-/department-teaching-research-staff/teaching-unit-in-1285857453170.html>

## EVALUATION

The course assessment has two components: **continuous assessment (CA)** throughout the term, and a (essay type theoretical-practical) **written exam**, each of these components accounting, respectively, for 40% and 60% of the final grade. The CA includes different assessment components, among them at least: active class participation, AND individual and team assignments (including presentations).

According to article 6.9 of the Code of Evaluation and Grading of the UV, **attendance to practice classes is compulsory**. The student will be considered to have fulfilled attendance requirements if he/she has attended a minimum of 80% of class hours, and if proper justification has been given for not attending the remaining sessions due to force majeure reasons.

**The exam needs to be passed (3 points out of 6) in order to add the grades of CA. A final mark of 5 points (out of 10) is needed to pass the course.**

**The grades of CA activities are considered NON-RECOVERABLE** in the second assessment round because their design (group work on case studies) prevents the assessment of learning outcomes in different circumstances other than the ones under such activities were designed.

The CA will be conducted by evaluating, at least:

- students' delivery of reports consisting of the analysis of case studies and information obtained from different sources, both in written form and orally (public presentations);
- students' attitudes and aptitudes regarding teamwork, problem solving and coordination of activities;
- students' critical analysis skills, stemming from comments and debates about audiovisual or written materials;
- students' respect for others' ideas.



**Cheating on an exam or plagiarizing the written work of others is considered a very serious offence and will not be tolerated in this course.** If a student is suspected of or caught cheating on any exam or assignment, he/she will receive a direct grade of zero points on that exam or assignment, not precluding more serious potential consequences (e.g. directly failing the whole of CA). It is very important for students to avoid putting themselves in the position of even being suspected of cheating (e.g. looking at another student's exam or copying homework) or plagiarism (i.e. using another person's words or text from a book or website as the student's own written words), as very serious consequences may result (e.g. failing the whole CA as a result of plagiarism in one assignment).

## REFERENCES

### Basic

- Pla, J. y León, F. (2016). Dirección Internacional de la Empresa. Madrid: McGraw Hill.
- Daniels, J., Radebaugh, L.H., and Sullivan, D., Click (2021). International business: environments and operations. Pearson, 17th Edition.
- World Investment Report 2022. UNCTAD.
- Ronen, S. And Shenkar, O. (2017): Navigating global business. A cultural compass. Ed. Cambridge University Press
- Welch, L.; Benito, G.R.G. and Petersen, B. (2018): Foreign Operation Methods. Ed. Elgar (2ª Edicion)

### Additional

- Kobrin, S.J. (2017). Bricks and mortar in a borderless world: Globalization, the backlash, and the multinational enterprise. *Global Strategy Journal*, 7(9): 159-171