

COURSE GUIDE

Last updated date: 21/06/2021  
Fecha de aprobación: 21/06/2021

**International Business Management**

<b>Grado (Bachelor's Degree)</b>	Bachelor's Degree in Business Administration and Management	<b>Branch</b>	Social and Legal Sciences
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<b>Module</b>	Gestión Internacional y de los Recursos Humanos	<b>Subject</b>	Gestión de Empresas en el Marco Internacional
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<b>Year of study</b>	4 <sup>o</sup>	<b>Semester</b>	1 <sup>o</sup>	<b>ECTS Credits</b>	6	<b>Course type</b>	Elective course
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**PREREQUISITES AND RECOMMENDATIONS**

- Students are required to have a sufficient level of knowledge regarding:
  - Business Management.
  - Strategic Management.
- It is recommended to have at least a B1 level of English to attend this course.

**BRIEF DESCRIPTION OF COURSE CONTENT (According to the programme's verification report)**

- Definition and design of a firm's strategic internationalisation plan: the key strategic decisions to be made.
- International market-entry strategies.
- Export strategies, with particular reference to the management of exportation processes among SMEs.
- Cooperation strategies: types and characteristics.
- Strategic and organisational approaches in the multinational firm.
- The cultural sphere and human resource management in the multinational firm.

**SKILLS**

**GENERAL SKILLS**

- CG01 - Capacidad de aprendizaje y trabajo autónomo
- CG02 - Habilidad para analizar y buscar información proveniente de fuentes diversas aplicables al ámbito de estudio
- CG04 - Capacidad de trabajo en equipo
- CG06 - Capacidad de análisis y síntesis
- CG07 - Capacidad para tomar decisiones
- CG08 - Capacidad para la resolución de problemas en el ámbito económico empresarial



- CG14 - Poder transmitir información, ideas y soluciones sobre problemas planteados
- CG15 - Capacidad para asumir un compromiso ético en el trabajo
- CG19 - Comunicación oral y escrita en castellano
- CG24 - Capacidad para aplicar los conocimientos a la práctica

### SUBJECT-SPECIFIC SKILLS

- CE32 - Entender las diferentes políticas económicas aplicables a los diversos problemas del mundo real.
- CE39 - Entender lo que son los planes estratégicos en el ámbito de estudio, diseñarlos e implementarlos.

### TRANSFERABLE SKILLS

- CT01 - Gestionar y administrar una empresa u organización entendiendo su ubicación competitiva e institucional e identificando sus fortalezas y debilidades. Integrarse en cualquier área funcional de una empresa u organización mediana o grande y desempeñar con soltura cualquier labor de gestión en ella encomendada.

### LEARNING OUTCOMES

- Ability to acquire, understand and systematize the characteristics of the different entry strategies in international markets and categories.
- Ability to understand and apply at a practical level the strategic and organizational approaches of multinational companies.

### PLANNED LEARNING ACTIVITIES

#### THEORY SYLLABUS

- Chapter 1: internationalization and international competitiveness
  - 1.1.- Internationalization, Globalization and Competitiveness.
  - 1.2.- Competitive Advantage of Nations and Regional Clusters.
  - 1.3.- International Management Theories
- Chapter 2: Motives for internationalization.
  - 2.1.- Motives for internationalization.
    - 2.1.2.- Heterogeneous Strategic Objectives for Internationalization.
    - 2.1.2.- Market Barriers.
  - 2.2.- Basic Types of Foreign Operation Modes.
- Chapter 3: Export modes and International Licensing.
  - 3.1.- Channels of distribution.
  - 3.2.- Contractual joint ventures.
- Chapter 4: Foreign direct investment (F.D.I.)
  - 4.1.- Foreign Direct Investment.
  - 4.2.- International Equity Joint Ventures.
  - 4.3.- Configuration of Value Chain Activities:
    - 4.3.1.- Production.
    - 4.3.2.- Sourcing.
    - 4.3.3.- R&D.



- Chapter 5: Strategic international management
  - 5.1.- Strategic orientation of the multinational corporation.
  - 5.2.- Role Typologies for Foreign Subsidiaries.
  - 5.3.- Coordination and international control.
  - 5.4.- International Organizational Structures.
- Chapter 6: The role of culture and Human Resource Management in International Management
  - 6.1.- Country culture.
  - 6.2.- Corporate culture.
  - 6.3.- International Human Resource Management.
- Chapter 7: Multinational Corporations' Corporate Social Responsibility
  - 7.1.- Loss of Confidence, the Challenge of Responsibility and Sustainability.
  - 7.2.- Corporate Social Responsibility and the Stakeholder View.
  - 7.3.- CSR Management Model.
  - 7.4.- International Codes of Conduct.
  - 7.5.- CSR and Profitability.
  - 7.6.- CSR and Corporate Governance.

## PRACTICAL SYLLABUS

### CASE STUDIES:

- Case 1: Competitive Advantage of Nations and Regional Clusters: London Financial Cluster.
- Case 2: Motives for internationalization: SAP.
- Case 3: Export Modes: Herrenknecht.
- Case 4: Foreign Operation Modes: ThyssenKrupp.
- Case 5: International Coordination: Microsoft.
- Case 6: International Human Resource Management: Google.
- Case 7: Multinational Corporations' Corporate Social Responsibility: Coop/Remei.

## RECOMMENDED READING

### ESSENTIAL READING

- Dirk Morschett, Hanna Schramm-Klein & Joachim Zentes (2015) STRATEGIC INTERNATIONAL MANAGEMENT. Springer.

### COMPLEMENTARY READING

- Darling, J. R., & Seristö, H. T. (2004). Key steps for success in export markets: A new paradigm for strategic decision making. *European Business Review*, 16(1), 28-43.
- Katsikeas, C. S., Leonidou, L. C., & Morgan, N. A. (2000). Firm-level export performance assessment: review, evaluation, and development. *Journal of the Academy of Marketing Science*, 28(4), 493-511.
- Witt (2019): "De-globalization: Theories, predictions, and opportunities for international business research". *Journal of International Business Studies*.
- Wolff, J. A., & Pett, T. L. (2000). Internationalization of small firms: An examination of export competitive patterns, firm size, and export performance.



Journal of small business management, 38(2), 34.

## RECOMMENDED LEARNING RESOURCES/TOOLS

- <http://geert-hofstede.com/>
- <https://www.weforum.org/reports/the-global-competitiveness-report-2020>
- <http://business.nmsu.edu/programs-centers/globe/instruments/>
- <https://www.icex.es/icex/es/index.html>

## TEACHING METHODS

- MD01 Docencia presencial en el aula
- MD02 Estudio individualizado del alumno, búsqueda, consulta y tratamiento de información, resolución de problemas y casos prácticos, y realización de trabajos y exposiciones.
- MD03 Tutorías individuales y/o colectivas y evaluación

## ASSESSMENT METHODS (Instruments, criteria and percentages)

### ORDINARY EXAMINATION DIET

- Theoretical part (50% of the total). Consisting of a writing assessment with short answer questions. The students that have passed this part following the continuous evaluation system do not have to do this part on the final exam (this system is based upon passing two midterms. To opt for this system the student has to do and pass both midterms).
- Practice part (50% of the total). Consisting of the resolution of a case study based on the subjects of the course. The students that have passed this part following the continuous evaluation system do not have to do this part on the final exam (this system is based upon the attending, participation, and assessment of the practical activities proposed. To opt to this system the student has to do and attend to at least the 60% of the proposed activities).
- The final mark of the student will result in the mean of theoretical part and practice part, taking into account that the theoretical part has to be passed. If the student does not pass the theoretical part, the final mark will be the score of the theoretical part.
- Important: The student that does not attend the final exam will obtain a “no presented” final mark.

### EXTRAORDINARY EXAMINATION DIET

- The structure of the exam will be similar to the one on the ordinary assessment session.
- The marks of the continuous evaluation system will be saved for the student that does not pass the ordinary examination. In this case, the students that have passed the practice part through the continuous evaluation system do not have to do the practice part on this examination.

### SINGLE FINAL ASSESSMENT (evaluación única final)





The single final assessment (for those who apply and are allow to have it) will have this structure:

- Theoretical part (50% of the total). Consisting of a writing assessment with short answer questions.
- Practice part (50% of the total). Consisting of the resolution of a case study based on subjects of the course.

### ADDITIONAL INFORMATION

It is recommended to have at least a B1 level of English to attend this course.

