

Approval date: 26/06/2024

COURSE GUIDE

**International Business Management (23511D1)**

<b>Grado (Bachelor's Degree)</b>	Grado en Administración y Dirección de Empresas	<b>Branch</b>	Social and Legal Sciences
----------------------------------	---	---------------	---------------------------

<b>Module</b>	Gestión Internacional y de los Recursos Humanos	<b>Subject</b>	Gestión de Empresas en el Marco Internacional
---------------	---	----------------	---

<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
----------------------	----------------	-----------------	----------------	---------------------	---	--------------------	-----------------

**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 - Ability to learn and work autonomously.
- CG02 - Ability to analyse and search for information from a variety of sources applicable to the field of study.
- CG04 - Ability to work in a team.
- CG06 - Ability to analyse and summarise.
- CG07 - Ability to make decisions.
- CG08 - Problem-solving skills in economic and business contexts.



- CG14 - Ability to convey information, ideas and solutions to problems raised.
- CG15 - Ability to assume an ethical commitment at work.
- CG19 - Oral and written communication skills in Spanish.
- CG24 - Ability to apply knowledge to practice.

### SUBJECT-SPECIFIC SKILLS

- CE32 - Understand the different economic policies and their application to a variety of real-world problems.
- CE39 - Understand what strategic plans are in the field of study, how they are designed and implemented.

### TRANSFERABLE SKILLS

- CT01 - Manage and administer a company or organisation by understanding its competitive and institutional positioning and identifying its strengths and weaknesses. Be part of any division of a medium or large company or organisation and be able to perform with ease the assigned management tasks.

### 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

- Unit 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
- Unit 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.
- Unit 3. Export modes and International Licensing.
  - 3.1.- Export modes.
  - 3.2.- Contractual joint ventures.
- Unit 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.



- Unit 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.
- Unit 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.
- Unit 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

- <https://www.weforum.org/>
- <http://geert-hofstede.com/>
- <https://globeproject.com/>

## 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). This consists of a written examination with open-ended questions. Students who have passed this part through the continuous assessment system will not have to take it in the final examination. The continuous assessment system is based on passing two midterm exams with open-ended questions. To opt for this system, the student must take and pass both midterm exams.
- Practical part (50% of the total). This consists of solving a case study based on the topics of the course. Students who have passed this part through the continuous assessment system will not have to take it in the final examination. The continuous assessment system is based on attendance, participation, and evaluation of the proposed practical activities. To opt for this system, the student must attend and participate in at least 60% of the proposed activities.
- The student's final mark will be the average of the theoretical and practical parts, bearing in mind that the theoretical part must 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 who does not attend the final examination will receive a final mark of "not presented".

### EXTRAORDINARY EXAMINATION DIET

- The structure of the examination will be similar to that of the regular assessment session.
- The marks from the continuous assessment system will be retained for students who do not pass the ordinary examination (valid only for the same academic year). In this case, students who have passed the theoretical or practical part through the continuous assessment system will not be required to take that part of the examination.

### SINGLE FINAL ASSESSMENT (evaluación única final)

The single final examination (for those who request it and are permitted to take it) will be structured as follows:



- Theoretical part (50% of the total). Consists of a written examination with open-ended questions.
- Practical part (50% of the total). Consists of solving a case study based on the topics of the course.

### ADDITIONAL INFORMATION

Información de interés para estudiantado con discapacidad y/o Necesidades Específicas de Apoyo Educativo (NEAE): [Gestión de servicios y apoyos \(https://ve.ugr.es/servicios/atencion-social/estudiantes-con-discapacidad\)](https://ve.ugr.es/servicios/atencion-social/estudiantes-con-discapacidad).

