

## BASIC DETAILS:

|                                |  |                                     |                      |
|--------------------------------|--|-------------------------------------|----------------------|
| <b>Subject:</b>                | INTERNACIONALIZACIÓN III. DIRECCIÓN Y ORGANIZACIÓN DE EMPRESAS MULTINACIONALES |                                     |                      |
| <b>Id.:</b>                    | 32280  |                                     |                      |
| <b>Programme:</b>              | GRADUADO EN ADMINISTRACIÓN Y DIRECCIÓN DE EMPRESAS (CA)                        |                                     |                      |
| <b>Module:</b>                 | INTERNACIONALIZACIÓN   |                                     |                      |
| <b>Subject type:</b>           | OPTATIVA   |                                     |                      |
| <b>Year:</b>                   | 3  | <b>Teaching period:</b>             | Segundo Cuatrimestre |
| <b>Credits:</b>                | 6  | <b>Total hours:</b>                 | 150                  |
| <b>Classroom activities:</b>   | 68   | <b>Individual study:</b>            | 82                   |
| <b>Main teaching language:</b> | Inglés   | <b>Secondary teaching language:</b> | Castellano           |
| <b>Lecturer:</b>               | KELLY , WILLIAM AIDAN (T)  | <b>Email:</b>                       | wkelly@usj.es        |

## PRESENTATION:

This subject aims to help students develop the essential skills needed to formulate and implement successful strategic moves in the new competitive and global markets. We will explore the latest research on International Management and the impact of management decisions. Future managers will be able to appreciate the wide array of differences that exist in cultures and social institutions. We will also consider how cultural differences affect strategies and operations.

## PROFESSIONAL COMPETENCES ACQUIRED IN THE SUBJECT:

|                                       |     |  |
|---------------------------------------|-----|--|
| <b>General programme competences</b>  | G01 | Ability to analyse and summarise information from several sources.   |
|                                       | G02 | Creative and efficient resolution of problems that arise in day-to-day, in order to ensure the highest levels of quality of professional work.   |
|                                       | G05 | Ability to work effectively in interdisciplinary teams, integrating and participating in scientific and professional teamwork, contributing ideas and respecting and valuing the diversity of views of other team members. |
|                                       | G06 | Ability to incorporate ethical principles into the professional culture, giving priority to ethical commitment to customers and society.   |
|                                       | G07 | Ability to work in an international context and innovate and adopt new approaches used in other national contexts.   |
|                                       | G11 | Ability to come up with new ideas (creativity).  |
|                                       | G14 | Oral and written communication in native language and in English, according to the needs of their field of study and the demands of their academic and professional environment.   |
| <b>Specific programme competences</b> | E02 | Know and understand the local, national and international socio-economic context in which the companies operate and be able to interpret its impact on them.   |
|                                       | E03 | Ability to apply the acquired knowledge of the functional areas of the company and the socio-economic environment.   |
|                                       | E04 | Ability to identify related variables and understand their impact on business organisations.   |
|                                       | E12 | Ability to propose, design and implement an appropriate human resources management plan into the reality of the company.   |
|                                       | E13 | Know the decision making processes in terms of policy and business strategy.   |
|                                       | E15 | Propose, plan and lead business innovation projects that ensure the competitiveness of the company.  |
| <b>Learning outcomes</b>              | R01 | Implement an optimal human resources policy in an international context.   |
|                                       | R02 | Analyse and propose strategic actions that positively affect the operation of an international company.  |
|                                       | R03 | Assess and make decisions regarding the entry into the international arena and the internationalisation of the company.  |
|                                       | R04 | Analyse and understand the environmental factors that can affect organisational aspects of the company.  |

## PRE-REQUISITES:

## SUBJECT PROGRAMME:

## Subject contents:

|  |
|--|
| <b>1 - The Multinational in a Global World</b>                   |
| 1.1 - The Globalizing Economy in a Changing Environment          |
| 1.2 - Culture and Multinational Management                       |
| 1.3 - Managing Social and Ethical Responsibility                 |
| <b>2 - Structures and Designs for Multinational</b>              |
| 2.1 - Organisational Structures                                  |
| 2.2 - Organization Designs                                       |
| 2.3 - Joint Ventures and Acquisitions                            |
| <b>3 - Human Resources Management in Multinational Companies</b> |
| 3.1 - International Human Resources Management                   |
| 3.2 - Power and Politics   |

Subject planning could be modified due unforeseen circumstances (group performance, availability of resources, changes to academic calendar etc.) and should not, therefore, be considered to be definitive.

## TEACHING AND LEARNING METHODOLOGIES AND ACTIVITIES:

### Teaching and learning methodologies and activities applied:

The approach taken in this subject is to involve you as entrepreneurial learners through an interesting combination of **face-to-face lectures**, cases studies, essential reading texts, a wide range of recommended texts available to extend your learning and relevant group and individual tasks. You will be responsible for a significant amount of self-study having to identify your sources of information, comparing and providing founded opinions on issues debated. For this you will need to ensure that you fully understand all the concepts! The contents and organisation of the lectures may be modified subject to external factors such as the groups progress, changes made to the school calendar etc.

**Case studies** (individual coursework) will bring class discussions and presentations.

Students will also have to submit a **group project** based on a real multinational company that will be presented in class.

**Tutorial hours** will be delivered to support the student learning process. Attending is recommended.

### Student work load:

| Teaching mode               | Teaching methods  | Estimated hours |
|-----------------------------|---|-----------------|
| <b>Classroom activities</b> | Master classes  | 28              |
|                             | Other theory activities                                 | 6               |
|                             | Practical work, exercises, problem-solving etc.         | 20              |
|                             | Coursework presentations                                | 4               |
|                             | Assessment activities                                   | 10              |
| <b>Individual study</b>     | Tutorials   | 6               |
|                             | Individual study  | 26              |
|                             | Individual coursework preparation                       | 12              |
|                             | Project work  | 18              |
|                             | Research work   | 10              |
|                             | Recommended reading                                     | 4               |
|                             | Extra-curricular activities (visits, conferences, etc.) | 6               |
|                             | <b>Total hours:</b>                                     | <b>150</b>      |

## ASSESSMENT SCHEME:

### Calculation of final mark:

|                        |              |
|------------------------|--------------|
| Individual coursework: | 15 %         |
| Group coursework:      | 30 %         |
| Class participation :  | 5 %          |
| Written test:          | 50 %         |
| <b>TOTAL</b>           | <b>100 %</b> |

\*Las observaciones específicas sobre el sistema de evaluación serán comunicadas por escrito a los alumnos al inicio de la materia.

## BIBLIOGRAPHY AND DOCUMENTATION:

### Basic bibliography:

STEERS, Richard M. et al. Management Across Cultures: Challenges and Strategies. Cambridge University Press, 2011.  
ROBBINS, Stephen P. and JUDGE, Timothy A. Organizational Behaviour, 17th Edition. Pearson - Prentice Hall, 2015.

### Recommended bibliography:

HITT, Michael A. et al. Management, 3rd International Edition. Pearson, 2012.  
BRATTON, John. Introduction to Work and Organisational Behaviour. Palgrave Macmillan, 2015.  
BROWAEYS, Marie-Joelle and PRICE, Roger. Understanding Cross Cultural Management. Pearson, 2014.  
JOHNSON, G. et al. Fundamentals of Strategy. Prentice Hall - Pearson, 2015  
HILL, Charles. International Business: Competing in the Global Marketplace, 10th Edition. McGraw-Hill, 2014.

### Recommended websites:

|                     |   |
|---------------------|---|
| Personnel Today     | <a href="http://www.personneltoday.com">www.personneltoday.com</a>    |
| Geert Hofstede      | <a href="https://geert-hofstede.com/">https://geert-hofstede.com/</a> |
| GLOBE Project       | <a href="http://globe.bus.sfu.ca/">http://globe.bus.sfu.ca/</a>       |
| Bloomberg           | <a href="http://www.bloomberg.com">www.bloomberg.com</a>              |
| The Economist       | <a href="http://www.theeconomist.com">www.theeconomist.com</a>        |
| Forbes              | <a href="http://www.forbes.com">www.forbes.com</a>                    |
| The Financial Times | <a href="http://www.ft.com">www.ft.com</a>                            |