

DATOS BÁSICOS DE LA GUÍA DOCENTE:

Materia:	DIRECCIÓN Y ORGANIZACIÓN DE EMPRESAS MULTINACIONALES		
Identificador:	32413		
Titulación:	GRADUADO EN TRADUCCION Y COMUNICACION INTERCULTURAL.2014(CA) BOE 15/10/2014		
Módulo:	COMERCIO EXTERIOR		
Tipo:	OPTATIVA		
Curso:	3	Periodo lectivo:	Segundo Cuatrimestre
Créditos:	6	Horas totales:	150
Actividades Presenciales:	62	Trabajo Autónomo:	88
Idioma Principal:	Inglés	Idioma Secundario:	Castellano
Profesor:	MURILLO BERNADAUS, ELENA (T)	Correo electrónico:	emurillobernadaus@usj.es

PRESENTACIÓN:

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.

COMPETENCIAS PROFESIONALES A DESARROLLAR EN LA MATERIA:

Competencias Generales de la titulación	G01	Capacidad para comunicarse verbalmente y por escrito en la lengua materna, a distintas audiencias y con distintos medios.	
	G04	Capacidad para organizar y planificar los trabajos y tareas utilizando los recursos a su disposición.	
	G05	Capacidad para afrontar y resolver los problemas de manera eficaz.	
	G06	Capacidad de análisis y síntesis.	
	G08	Capacidad de desarrollar su actividad profesional con un compromiso ético.	
	G09	Capacidad de trabajar con un razonamiento crítico.	
	G10	Capacidad para reconocer y respetar la diversidad y la multiculturalidad.	
	G11	Capacidad de trabajar siempre con una motivación y preocupación por la calidad.	
	G12	Capacidad de aprender y de gestionar su autoaprendizaje a lo largo de su vida profesional.	
	G13	Capacidad de interactuar en las relaciones interpersonales con las habilidades sociales necesarias y según las normas protocolarias correspondientes.	
	G14	Capacidad para trabajar en equipos multidisciplinares.	
	G15	Capacidad para el trabajo autónomo	
	G16	Capacidad para adaptarse a situaciones nuevas y exigentes y aplicar nuevos conocimientos y nuevas tendencias a su trabajo.	
	G17	Capacidad para gestionar, organizar y manejar la información en diferentes formatos.	
	G18	Capacidad para estudiar alternativas y tomar decisiones justificables	
	G19	Capacidad de búsqueda de información e investigación.	
	G20	Capacidad para desarrollar su actividad profesional en entornos multiculturales y multilingües.	
	Competencias Específicas de la titulación	E08	Capacidad para realizar tareas de investigación y buscar información y documentación especializadas de acuerdo a los recursos, fuentes de información, bases documentales y terminológicas en las principales lenguas y áreas de trabajo de la traducción y la comunicación intercultural.
		E09	Capacidad y habilidad para recuperar, organizar, analizar y procesar información y comunicación con la finalidad de ser difundida, servida o tratada para usos privados o colectivos a través de diversos medios y soportes o en la creación de producciones de cualquier tipo.
		E10	Conocimiento de los aspectos económicos, culturales, demográficos y profesionales que capaciten para interactuar con la sociedad.
E15		Capacidad para saber interpretar y analizar el estado del mundo y su evolución histórica reciente, así como comprender sus parámetros políticos, económicos y culturales en su relación con el entorno de la traducción y la comunicación intercultural.	
E17		Capacidad para adaptarse a un equipo profesional en las áreas principales de la traducción y la comunicación intercultural, haciendo compatibles e incluso sinérgicos sus propios intereses particulares y los del proyecto colectivo en el que se ha incorporado, asumiendo los principios	

		de la responsabilidad social y el respeto hacia la diversidad y la multiculturalidad.
	E21	Capacidad para desenvolverse dentro de un entorno empresarial en el contexto internacional.
	E22	Capacidad para comprender y manejar las normas comerciales y legales aplicables al comercio exterior.
Resultados de Aprendizaje	R01	Analizar y comprender los factores del entorno que pueden afectar a aspectos organizativos de la empresa.
	R02	Valorar y tomar decisiones relacionadas con la entrada en el ámbito internacional y el proceso de internacionalización de la empresa.
	R03	Analizar y proponer acciones estratégicas que incidan positivamente en el funcionamiento de una empresa internacional
	R04	Implantar una política de recursos humanos óptima en un contexto internacional.

REQUISITOS PREVIOS:

Pre-requisites are not required

PROGRAMACIÓN DE LA MATERIA:

Observaciones:

The subject programme is divided in 3 different blocks:

1. The multinational in a global world. After an introduction about globalization and internationalization, here we will examine the changing nature of global business and global managers, the cultural environment of global management (not only the macro environment but also local social norms, beliefs and values). We will also learn in this block about ethical and social challenges.
2. Structures and Designs for Multinational. We will focus here on organizational environments, with particular attention to stakeholders, strategy-structure relationships, organizational decision making and corporate cultures. We will also learn here how companies build successful strategic alliances, joint ventures, mergers & acquisitions.
3. Human Resources Management in Multinational Companies. We will explore strategies for creating global teams and developing global leadership skills. Here we will also learn how to approach global negotiations, including developing strategies and processes.

Contenidos de la materia:

1 - The Multinational in a Global World	
1.1 - Globalization and Internationalization	
1.2 - Culture and Multinational Management	
1.3 - Managing Social and Ethical Responsibility	
1.4 - The Globalizing Economy in a Changing Environment	
2 - Structures and Designs for Multinational	
2.1 - Organisational Structures	
2.2 - Organization Designs	
2.3 - Joint Ventures and Acquisitions	
3 - Human Resources Management in Multinational Companies	
3.1 - International Human Resources Management	
3.2 - Power and Politics	
3.3 - Global Partnerships and Negotiations	

La planificación de la asignatura podrá verse modificada por motivos imprevistos (rendimiento del grupo, disponibilidad de recursos, modificaciones en el calendario académico, etc.) y por tanto no deberá considerarse como definitiva y cerrada.

Previsión de actividades de aprendizaje:

Semana	Unidad/Bloque/Tema	Sesiones presenciales	Horas	Actividades de trabajo autónomo	Horas
1	06/02/2023 1.The Multinational in a Global World	Course presentation. Theoretical exposition, discussion, case studies.	4	Classroom session review and preparation for the next session.	4

2	13/02/2023	1.The Multinational in a Global World	Theoretical exposition, discussion, case studies. INDIVIDUAL COURSE PRESENTATION	4	Classroom session review and preparation for the next session.	5
3	20/02/2023	1.The Multinational in a Global World	Theoretical exposition, discussion, case studies.	4	Classroom session review and preparation for the next session.	4
4	27/02/2023	1.The Multinational in a Global World	Theoretical exposition, discussion, case studies.	2	Classroom session review and preparation for the next session.	6
5	06/03/2023	1.The Multinational in a Global World	Theoretical exposition, discussion, case studies. GROUP COURSEWORK PRESENTATIONS	4	Classroom session review and preparation for the next session.	4
6	13/03/2023	1.The Multinational in a Global World	Theoretical exposition, discussion, case studies.	4	Classroom session review and preparation for the next session.	5
7	20/03/2023	2.Structures and Designs for Multinational	Theoretical exposition, discussion, case studies.	4	Classroom session review and preparation for the next session.	4
8	27/03/2023	2.Structures and Designs for Multinational	Theoretical exposition, discussion, case studies. INDIVIDUAL COURSEWORK PRESENTATIONS	4	Classroom session review and preparation for the next session.	5
9	03/04/2023	2.Structures and Designs for Multinational	EASTER BREAK	0	Individual Study	8
10	10/04/2023	2.Structures and Designs for Multinational	Theoretical exposition, discussion, case studies. GROUP COURSEWORKS PRESENTATIONS	4	Classroom session review and preparation for the next session	4
11	17/04/2023	2.Structures and Designs for Multinational	Theoretical exposition, discussion, case studies,	4	Classroom session review and preparation for the next session	4
12	24/04/2023	3. Human Resources Management in Multinational Companies	Theoretical exposition, discussion, case studies.	4	Classroom session review and preparation for the next session.	5
13	01/05/2023	3. Human Resources Management in Multinational Companies	Theoretical exposition, discussion, case studies. INDIVIDUAL COURSEWORK PRESENTATIONS	4	Classroom session review and preparation for the next session.	4
14	08/05/2023	3. Human Resources Management in Multinational Companies	Theoretical exposition, discussion, case studies.	4	Classroom session review and preparation for the next session.	4
15	15/05/2023	3. Human Resources Management in Multinational Companies	Theoretical exposition, discussion, case studies.	4	Classroom session review and preparation for the next session.	4
16	22/05/2023	1.The Multinational in a Global World 2.Structures and Designs for Multinational 3. Human Resources Management in Multinational Companies	Course Review. GROUP COURSEWORK PRESENTATIONS	4	Written test preparation	6
17	29/05/2023	1.The Multinational in a Global World 2.Structures and Designs for Multinational 3. Human Resources Management in Multinational Companies	Examination Period	2	Written test preparation.	6
18	05/06/2023	1.The Multinational in a Global World 2.Structures and Designs for Multinational 3. Human Resources Management in Multinational Companies	Examination period	2	Written test preparation.	6
HORAS TOTALES PRESENCIALES:				62	HORAS TOTALES T. AUTÓNOMO:	88

Observaciones para alumnos exentos a la asistencia obligatoria por circunstancias justificadas:

Those students who are unable to attend 80 % of classes during the semester due to justified reasons (previously communicated to the Programme Coordinator) will have to get in contact with the lecturer by 10th February. They will be required to follow the progress of the subject by doing the reading and case work (both individual and group work) which will be indicated on the PDU. Failure to pass this coursework with a minimum mark of 5 out of 10 will imply not being able to sit the final exam. The remaining % will be determined by sitting the final exam. The mark of the final exam will have to be of at least 5 to be able to average out with the practical part (continuous assessment). Students who fail the subject will have to retake the exam in July for the whole subject (practical and theoretical). Students will sit exams on the same day and time as all other students of the subject.

Each particular case will be analysed to design a learning strategy and related individualized activities that guarantee the achievement of the stated objectives. In these cases, the student will have to attend the tutorials previously agreed with the lecturer. In the event that the student does not contact the

lecturer on the indicated date, he or she may lose the right to be evaluated on first call by having exceeded the absences allowed (20 %).

Those students who have been exempt from compulsory attendance will be assessed with the same criteria as attending students. Students will only be allowed to be exempt from class attendance when absence has been justified and agreed.

METODOLOGÍAS Y ACTIVIDADES DE ENSEÑANZA Y APRENDIZAJE:

Metodologías de enseñanza-aprendizaje a desarrollar:

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 and group coursework) will bring class discussions and presentations.

Tutorial hours will be delivered to support the student learning process.

Integración de lengua inglesa en la materia:

The subject will be taught in English and the secondary teaching language will be Spanish. The material provided and the lectures will also be in English.

Internationalization is one of the main objectives of CESUGA. The teaching staff will be gradually introducing materials, texts, audio-visual media and other content through English in the subjects they teach. This course of action is included in the principles of the European Area of Higher Education (EAHE). The aim is for students to naturally and effectively use English in authentic situations while studying subjects included in their degree programs. Exposure to the English language forms an intrinsic part of each degree programme's plan of studies.

All activities in this subject will be carried out in English. These activities can be seen in the provisional activity plan and are marked: basically oral presentations, writing abstracts, use of sources in English, etc

Volumen de trabajo del alumno:

Modalidad organizativa	Métodos de enseñanza	Horas estimadas
Actividades Presenciales	Clase magistral	32
	Casos prácticos	4
	Resolución de prácticas, problemas, ejercicios etc.	4
	Debates	4
	Exposiciones de trabajos de los alumnos	8
	Proyección de películas, documentales etc.	2
	Talleres	6
	Otras actividades prácticas	2
Trabajo Autónomo	Asistencia a tutorías	4
	Estudio individual	24
	Preparación de trabajos individuales	17
	Preparación de trabajos en equipo	21
	Tareas de investigación y búsqueda de información	10
	Lecturas obligatorias	4

	Lectura libre	4
	Otras actividades de trabajo autónomo	4
	Horas totales:	150

SISTEMA DE EVALUACIÓN:

Obtención de la nota final:

Pruebas escritas:	40 %
Trabajos individuales:	15 %
Trabajos en equipo:	35 %
Otros:	10 %
TOTAL	100 %

Observaciones específicas sobre el sistema de evaluación:

Written test (Pruebas escritas) (40%): the students will be evaluated for their capacity to analyse a practical situation and determine where the problems are and apply the solutions required.

Individual coursework (trabajos individuales) (15%): the students will be evaluated for demonstrating their capacity to think, critique and link the theories studied with the cases. Debate and presentation skills will also be taken into consideration.

Group coursework (trabajos en equipo) (35%): the use of a variety of reading materials (i.e. cases) will be essential and valued within the marking of the exercises; the students will be evaluated for demonstrating their capacity to think, critique and link the theories studied with the company analyzed. Presentation and oral skills will also be taken into consideration.

Others (Otros) (10%).

In order to pass this course students must obtain a minimum mark of 5 out of 10, and a minimum of 4 out of 10 in each component of the final mark (individual and group courseworks and final exam). Respecting final mark in case of student does not reach the minimum in any component, it will be the mark obtained in the failed component or the average of the failed components.

Those who do not pass in June will have to follow the same rules in July (second call)

The evaluation system on second call (July) will be identical to that of first call, with the same percentages. It is compulsory to pass the final exam of this call. All those students, therefore, who do not pass the subject in the first call will be either because they did not pass the final exam, or because even if they did, did not reach the minimum grade of 5 in the sum of the corresponding percentages. The marks of the "Individual coursework" and the "Group coursework" will be kept if they have been passed, keeping the same percentages on the final mark. You must redo the one or those indicated by the lecturer and resubmit them on the second call. The same assessment criteria applies in July. Therefore, the student must attend the exam revision of the first call to know exactly what to submit on the second call. It is the student's responsibility to contact the lecturer for this purpose.

Spelling: Within the evaluation criteria, the University considers spelling a priority issue. Under the protection of the changes in the language standard in the Spanish language included in the Spelling of the Spanish Language (2010), published by the Real Academia Española, CESUGA has established some correction criteria related to this work that will be applied in all tests of the matter. The document that includes the set of criteria and its sanction is published in the University Teaching Platform (PDU) of the subject. The same applies if English is the main language. Refer to unacceptable grammar errors.

Plagiarism: Likewise, and in accordance with the University's Good Practices manual, the commission of plagiarism in any of the work carried out will be considered a very serious offense, since it violates the deontological code of any profession.

Electronic devices that disturb the attention and the correct development of the subject will not be

allowed in class, unless expressly mentioned by the lecturer and those provided by the University.

Absences: Failure to attend class more than 20 % of the stipulated hours without authorization may lead to the loss of the evaluation on first call.

Métodos de evaluación:

Instrumento de evaluación	Resultados de Aprendizaje evaluados	Criterios de evaluación	%
Individual coursework	R01 R02 R03 R04	The student will be evaluated for demonstrating their capacity to think, critique and link the theories studied with the cases. Debate and presentation skills will also be taken into consideration.	15
Group coursework	R01 R02 R03 R04	The use of a variety of reading materials will be essential and valued within the marking of the exercises. The student will be evaluated for demonstrating their capacity to think, critique and link the theories studied with the company analyzed. Presentation and oral skills will also be taken into consideration.	35
Written test	R01 R02 R03 R04	The student will be evaluated for their capacity to analyse a practical situation and determine where the problems are and apply the solutions required.	40
Others (otros)	R01	The student will be evaluated for their capacity to analyse a practical situation and determine where the problems are and apply the solutions required. The student will be evaluated for demonstrating their capacity to think, critique and link the theories studied with the cases.	10
Peso total:			100

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Each particular case will be analysed to design a learning strategy and related individualized activities that guarantee the achievement of the stated objectives. In these cases, the student will have to attend the tutorials previously agreed with the lecturer. In the event that the student does not contact the lecturer on the indicated date, he or she may lose the right to be evaluated on first call by having exceeded the absences allowed (20 %).

Those students who have been exempt from compulsory attendance will be assessed with the same criteria as attending students. Students will only be allowed to be exempt from class attendance when absence has been justified and agreed.

BIBLIOGRAFÍA Y DOCUMENTACIÓN:

Bibliografía básica:

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.

Bibliografía recomendada:

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.
STEERS, Richard M. & OSLAND, Joyce S., Management Across Cultures Challenges, Strategies and Skills. Cambridge University Press, 2020

Páginas web recomendadas:

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

OBSERVACIONES: