

BASIC DETAILS:

Subject:	DIRECCIÓN Y ORGANIZACIÓN DE EMPRESAS MULTINACIONALES		
Id.:	32413		
Programme:	GRADUADO EN TRADUCCION Y COMUNICACION INTERCULTURAL.2014(CA) BOE 15/10/2014		
Module:	COMERCIO EXTERIOR		
Subject type:	OPTATIVA		
Year:	3	Teaching period:	Segundo Cuatrimestre
Credits:	6	Total hours:	150
Classroom activities:	62	Individual study:	88
Main teaching language:	Inglés	Secondary teaching language:	Castellano
Lecturer:	MURILLO BERNADAUS, ELENA (T)	Email:	emurillobernadaus@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:

General programme competences	G01	Ability to communicate orally and in writing in mother tongue, to different audiences and through different media.
	G04	Ability to organise and plan projects and tasks using the available resources.
	G05	Ability to deal with and solve problems effectively.
	G06	Ability to analyse and synthesise.
	G08	Ability to carry out activities with an ethical commitment.
	G09	Ability to work with critical thinking.
	G10	Ability to recognise and respect diversity and multiculturalism.
	G11	Ability to always work with motivation and concern for quality.
	G12	Ability to learn and to manage self-learning throughout their careers.
	G13	Ability to interact in interpersonal relationships with the necessary social skills according to the applicable rules of protocol.
	G14	Ability to work in multidisciplinary teams..
	G15	Ability to work autonomously.
	G16	Ability to adapt to new and demanding situations and apply new knowledge and new trends to work.
	G17	Ability to manage, organise and handle information in different formats.
	G18	Ability to study alternatives and take justifiable decisions.
	G19	Ability to search for information and carry out research.
G20	Ability to develop their career in multicultural and multilingual environments.	
Specific programme competences	E08	Ability to conduct research and seek information and specialised documentation according to the resources, information sources, documentary databases and terminology in the main languages and working areas of translation and intercultural communication.
	E09	Ability and capacity to retrieve, organise, analyse and process information and communication in order to be disseminated, served or treated for private or collective use through various resources and media or in the creation of productions of any kind.
	E10	Knowledge of economic, cultural, demographic and professional aspects that enable them to interact with society.
	E15	Ability to accurately interpret and analyse the state of the world and its recent historical developments and understand the political, economic and cultural parameters in their relationship with the world of translation and intercultural communication.

	E17	Ability to adapt to a professional team in the main areas of translation and intercultural communication, making their own interests and those of a group project compatible and even synergetic, assuming the principles of social responsibility and respect for diversity and multiculturalism.
	E21	Ability to function within a business environment in the international context.
	E22	Ability to understand and manage the business and legal rules applicable to foreign trade.
Learning outcomes	R01	Analyse and understand the environmental factors that can affect organisational aspects of the company.
	R02	Assess and make decisions regarding the entry into the international arena and the internationalisation of the company.
	R03	Analyse and propose strategic actions that positively affect the operation of an international company.
	R04	Implement an optimal human resources policy in an international context.

PRE-REQUISITES:

Pre-requisites are not required

SUBJECT PROGRAMME:

Subject contents:

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

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.

Learning activities:

Week	Unit/Block/Theme	Classroom sessions	Hours	Individual study activities	Hours
1	05/02/2024 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	12/02/2024 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	19/02/2024 1.The Multinational in a Global World	Theoretical exposition, discussion, case studies.	4	Classroom session review and preparation for the next session.	4
4	26/02/2024 1.The Multinational in a Global World	Theoretical exposition, discussion, case studies.	2	Classroom session review and preparation for the next session.	6
5	04/03/2024 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	11/03/2024 1.The Multinational in a Global World	Theoretical exposition, discussion, case studies.	4	Classroom session review and preparation for the next session.	5
7	18/03/2024 2.Structures and Designs for Multinational	Theoretical exposition, discussion, case studies.	4	Classroom session review and preparation for the next session.	4

8	25/03/2024	2.Structures and Designs for Multinational	EASTER BREAK	0	Individual study	8
9	01/04/2024	2.Structures and Designs for Multinational	Theoretical exposition and discussion	4	Classroom session review	5
10	08/04/2024	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	15/04/2024	2.Structures and Designs for Multinational	Theoretical exposition, discussion, case studies,	4	Classroom session review and preparation for the next session	4
12	22/04/2024	3.Human Resources Management in Multinational Companies	Theoretical exposition, discussion, case studies.	4	Classroom session review and preparation for the next session.	5
13	29/04/2024	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	06/05/2024	3.Human Resources Management in Multinational Companies	Theoretical exposition, discussion, case studies.	4	Classroom session review and preparation for the next session.	4
15	13/05/2024	3.Human Resources Management in Multinational Companies	Theoretical exposition, discussion, case studies.	4	Classroom session review and preparation for the next session.	4
16	20/05/2024	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	27/05/2024	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	03/06/2024	1.The Multinational in a Global World 2.Structures and Designs for Multinational 3.Human Resources Management in Multinational Companies	Examination period. Review	2	Written test preparation.	6
TOTAL CLASSROOM HOURS:				62	TOTAL INDIVIDUAL STUDY HOURS:	88

Observations for students exempt from compulsory attendance due to special circumstances:

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.

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 and group coursework) will bring class discussions and presentations.

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

Integration of English language in the subject:

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

Student work load:

Teaching mode	Teaching methods	Estimated hours
Classroom activities	Master classes	32
	Practical exercises	4
	Practical work, exercises, problem-solving etc.	4
	Debates	4
	Coursework presentations	8
	Films, videos, documentaries etc.	2
	Workshops	6
	Other practical activities	2
Individual study	Tutorials	4
	Individual study	24
	Individual coursework preparation	17
	Group coursework preparation	21
	Research work	10
	Compulsory reading	4
	Recommended reading	4
	Other individual study activities	4
Total hours:		150

ASSESSMENT SCHEME:

Calculation of final mark:

Written tests:	45	%
Individual coursework:	10	%
Group coursework:	35	%
Otros:	10	%
TOTAL	100	%

Specific assessment criteria

Written test (Pruebas escritas) (45%): 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) (10%): 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.

Assessment methods:

Assessment method	Learning outcomes assessed	Assessment criteria	%
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.	10
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.	45
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	10

		required. The student will be evaluated for demonstrating their capacity to think, critique and link the theories studied with the cases.	
		Total weighting:	100

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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.

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

Recommended websites:

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

OBSERVATIONS: