

BASIC DETAILS:

Subject:	INTERNACIONALIZACIÓN III. DIRECCIÓN Y ORGANIZACIÓN DE EMPRESAS MULTINACIONALES		
Id.:	32280		
Programme:	GRADUADO EN ADMINISTRACIÓN Y DIRECCIÓN DE EMPRESAS (CA)		
Module:	INTERNACIONALIZACIÓN		
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 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.
Specific programme competences	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.
Learning outcomes	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:

Pre-requisites are not required

SUBJECT PROGRAMME:

Observations:

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.

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	5

					next session.	
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	Classroom session review and preparation for the next session.	8
9	01/04/2024	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
10	08/04/2024	2.Structures and Designs for Multinational	Theoretical exposition, discussion, case study	4	Individual Study	5
11	15/04/2024	2.Structures and Designs for Multinational	Theoretical exposition, discussion, case studies,	2	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	2	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	Final Exam 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	Course review	4	Final Exam 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	Course review	4	Final Exam 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 21st of 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:

Individual coursework:	20	%
Group coursework:	40	%
Final exam:	40	%
TOTAL	100	%

Specific assessment criteria

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

Individual coursework (20%): 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.

Group coursework (40%): the use of a variety of reading materials (i.e. cases) 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

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.	20
Group coursework	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.	40
Final Exam	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
Total weighting:			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.

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: