

DATOS BÁSICOS DE LA GUÍA DOCENTE:

Materia:	INTERNACIONALIZACIÓN III. DIRECCIÓN Y ORGANIZACIÓN DE EMPRESAS MULTINACIONALES		
Identificador:	32280		
Titulación:	GRADUADO EN ADMINISTRACIÓN Y DIRECCIÓN DE EMPRESAS (CA)		
Módulo:	INTERNACIONALIZACIÓN		
Tipo:	OPTATIVA		
Curso:	3	Periodo lectivo:	Segundo Cuatrimestre
Créditos:	6	Horas totales:	150
Actividades Presenciales:	58	Trabajo Autónomo:	92
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 de análisis y síntesis de las informaciones obtenidas de diversas fuentes
	G02	Resolución creativa y eficaz de los problemas que surgen en la práctica diaria, con el objetivo de garantizar los niveles máximos de calidad de la labor profesional realizada
	G05	Capacidad de trabajar de forma eficaz en equipos interdisciplinares, participando e integrándose en los trabajos del equipo en sus vertientes científicas y profesionales, aportando ideas y respetando y valorando la diversidad de criterios de los miembros del equipo
	G06	Capacidad de incorporar a la cultura profesional los principios éticos y deontológicos, teniendo como prioridad de actuación el compromiso ético con los clientes y la sociedad.
	G07	Capacidad de trabajar en un contexto internacional y de aproximarse a las innovaciones y nuevos enfoques empleados en otros contextos nacionales
	G11	Capacidad de generar nuevas ideas (creatividad)
	G14	Capacidad de comunicación oral y escrita en el idioma materno y en inglés, según las necesidades de su campo de estudio y las exigencias de su entorno académico y profesional.
Competencias Específicas de la titulación	E02	Conocer y comprender el contexto socioeconómico local, nacional e internacional en el que se desenvuelven las empresas y ser capaz de interpretar su impacto en las mismas
	E03	Capacidad de aplicación de los conocimientos adquiridos sobre las áreas funcionales de la empresa y el entorno socioeconómico
	E04	Capacidad de identificar las variables relacionadas y entender su impacto sobre las organizaciones empresariales
	E12	Capacidad de proponer, diseñar y ejecutar un plan de gestión de recursos humanos adecuado a la realidad de la empresa
	E13	Conocer los procesos de toma de decisiones en materia de política y estrategia comercial
	E15	Proponer, planificar y liderar proyectos de innovación empresarial que aseguren la competitividad de la empresa
Resultados de Aprendizaje	R01	Implantar una política de recursos humanos óptima en un contexto internacional.
	R02	Analizar y proponer acciones estratégicas que incidan positivamente en el funcionamiento de una empresa internacional.
	R03	Valorar y tomar decisiones relacionadas con la entrada en el ámbito internacional y el proceso de internacionalización de la empresa.
	R04	Analizar y comprender los factores del entorno que pueden afectar a aspectos organizativos de la empresa.

REQUISITOS PREVIOS:

Pre-requisites are not required

PROGRAMACIÓN DE LA MATERIA:

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	03/02/2025	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	10/02/2025	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	17/02/2025	1.The Multinational in a Global World	Theoretical exposition, discussion, case studies.	4	Classroom session review and preparation for the next session.	6
4	24/02/2025	1.The Multinational in a Global World	Theoretical exposition, discussion, case studies.	2	Classroom session review and preparation for the next session.	6
5	03/03/2025	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.	6
6	10/03/2025	1.The Multinational in a Global World	Theoretical exposition, discussion, case studies.	4	Classroom session review and preparation for the next session.	5
7	17/03/2025	2.Structures and Designs for Multinational	Theoretical exposition, discussion, case studies.	4	Classroom session review and preparation for the next session.	6
8	24/03/2025	2.Structures and Designs for Multinational	Theoretical exposition, discussion, case studies. GROUP COURSEWORKS PRESENTATIONS	4	Classroom session review and preparation for the next session	6
9	31/03/2025	2.Structures and Designs for Multinational	Theoretical exposition, discussion, case study	4	Individual Study	5
10	07/04/2025	2.Structures and Designs for Multinational	Theoretical exposition, discussion, case studies,	4	Classroom session review and preparation for the next session	4
11	14/04/2025	2.Structures and Designs for Multinational	EASTER BREAK	0	Classroom session review and preparation for the next session.	8
12	21/04/2025	3.Human Resources Management in Multinational Companies	Theoretical exposition, discussion, case studies.	4	Classroom session review and preparation for the next session.	5

13	28/04/2025	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	05/05/2025	3.Human Resources Management in Multinational Companies	Theoretical exposition, discussion, case studies.	4	Classroom session review and preparation for the next session.	4
15	12/05/2025	3.Human Resources Management in Multinational Companies	Theoretical exposition, discussion, case studies.	2	Classroom session review and preparation for the next session.	6
16	19/05/2025	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	26/05/2025	1.The Multinational in a Global World 2.Structures and Designs for Multinational 3.Human Resources Management in Multinational Companies	Course review	2	Final Exam preparation.	6
18	02/06/2025	1.The Multinational in a Global World 2.Structures and Designs for Multinational 3.Human Resources Management in Multinational Companies	Course review	2	Final Exam preparation.	0
HORAS TOTALES PRESENCIALES:				58	HORAS TOTALES T. AUTÓNOMO:	92

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 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.

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	28
	Casos prácticos	6
	Resolución de prácticas, problemas, ejercicios etc.	6
	Debates	4
	Exposiciones de trabajos de los alumnos	6
	Proyección de películas, documentales etc.	2
	Talleres	4
	Otras actividades prácticas	2
Trabajo Autónomo	Asistencia a tutorías	4
	Estudio individual	26
	Preparación de trabajos individuales	17
	Preparación de trabajos en equipo	17
	Tareas de investigación y búsqueda de información	10
	Lecturas obligatorias	10
	Lectura libre	4
	Otras actividades de trabajo autónomo	4
Horas totales:		150

SISTEMA DE EVALUACIÓN:

Obtención de la nota final:

Trabajos individuales:	20	%
Trabajos en equipo:	40	%
Prueba final:	40	%
TOTAL	100	%

Observaciones específicas sobre el sistema de evaluación:

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.

Regulación por plagio y prácticas ilícitas

Las actuaciones que constituyan copia o plagio, total o parcial, de un instrumento de evaluación supondrá que el alumno será calificado, en dicho instrumento de evaluación, con un suspenso (cero). En el caso de instrumentos de evaluación grupales, se calificará de la misma manera, tratando de individualizar la responsabilidad de cada uno de sus miembros, si es posible. Si dicha individualización de responsabilidades no es posible o la responsabilidad es claramente colectiva de todos los miembros, todos ellos tendrán la misma calificación de suspenso (cero).

En el caso de las prácticas externas, la calificación resultante (suspenso, cero) conlleva la obligación de repetir dichas prácticas.

La valoración final del alcance de la calificación (suspenso, cero) en un instrumento de evaluación con respecto a la calificación final de la materia corresponde en todo caso al docente de la asignatura.

Para conocer más acerca de qué es el plagio y cómo poder evitarlo, podéis consultar: <https://www.usj.es/alumnos/vidauniversitaria/biblioteca/investigacion/como-publicar/plagio>

Regulación por uso de sistemas IA

El uso de cualquier forma de Inteligencia Artificial en la realización de las actividades de aprendizaje como trabajos y exámenes, incluyendo proyectos, tareas, ensayos o investigaciones, requiere la debida autorización y supervisión del profesorado correspondiente. Esta autorización aparecerá en el enunciado específico de la actividad de aprendizaje evaluable y se deberá respetar estrictamente el ámbito y los límites establecidos en la misma.

Cuando se autorice el uso de IA para la elaboración de una actividad de aprendizaje, ésta se limitará principalmente a las etapas tempranas de la investigación, donde puede servir de inspiración o sugerir direcciones, pero no para producir contenido que se incluya directamente en las entregas. En caso de que se autorice a reproducir textos generados por IA, el alumno deberá divulgar claramente este hecho en el documento entregado. Esta divulgación se realizará indicando expresamente los métodos y herramientas de IA utilizadas. En cualquier caso, el alumno deberá proporcionar una explicación detallada sobre cómo ha empleado la IA en el proceso de investigación o producción de la actividad y/ o trabajo, incluyendo los «prompts» que empleó durante su uso, las verificaciones realizadas para garantizar la autenticidad de la información propuesta por la IA y las modificaciones

realizadas al contenido generado por la IA.

El uso de la IA en las actividades de aprendizaje y/ o trabajos académicos deberá respetar los principios éticos de integridad académica y honestidad intelectual. Si el alumno hace un uso inadecuado de la IA incumpliendo la regulación establecida, el resultado de la calificación en la actividad de aprendizaje correspondiente será de suspenso (cero).

La valoración final del alcance de la calificación (suspenso, cero) en un instrumento de evaluación con respecto a la calificación final de la materia corresponde en todo caso al docente de la asignatura.

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.	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
Peso total:			100

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BIBLIOGRAFÍA Y DOCUMENTACIÓN:

Bibliografía básica:

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

Bibliografía recomendada:

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



JOHNSON, G. et al. Fundamentals of Strategy. Prentice Hall - Pearson, 2015

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

Páginas web recomendadas:

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

OBSERVACIONES: