

INTERNATIONAL BUSINESS MANAGEMENT

COURSE DETAILS

Code	36262
Degree	Degree in Business Management
Mention	Business creation and management
Character	Compulsory
Year	3º
ECTS	4.5

Professor

Name	Department	Tutorials
Alexandre Perrin	Business Management	Monday 17:00 to 18:00 (by appointment)

SUMMARY

We live in a world of intensifying global relationships, one in which international business has become the key determinant of economic development and prosperity. This course is designed to give students a fundamental understanding of the environment in which international business operates and of the business practices required to compete successfully in global markets.

A secondary goal for this course is for students to develop the basic decision-making skills associated with managing different aspects of international business. In order to facilitate these goals, students will be exposed to a variety of information and experience through readings in the text, articles on international business, international data bases, business cases, and group projects (called workshops) based on a global business situation.

The course will be conducted both in individual and team-learning format. As such, some of the graded materials will be team-based, others individually submitted, and yet others will be utilized in both individual and team formats.

PRIOR KNOWLEDGE

Not required.

COMPETENCES

BASIC COMPETENCES:

- GI.1 - Analysis and synthesis capability.
- GI.2 - Planification and organizing capability.
- GI.4 - Capability of using English in the professional field.
- GI.5 - Capability of using TIC's in the field of study.
- GI.6 - Ability to analyze and look for information from different resources.
- GI.8 - Decision making capability.
- GP.1 - Capacity to work as a team.
- GP3. - Critical and self-critical capacity.

SPECIFIC COMPETENCES:

- EG.5 – Know the characteristics and general fundamentals of business management and know how to use the instruments and techniques and design policies and business strategies. Bearing these into consideration in the international context and knowing the effect they have over the business results and the socioeconomic environment in the short and long term.
- EA.4 – Know how to fulfill strategic diagnoses in complex and uncertain environments, using the adequate methodologies to solve them.
- EA.5 – Decision making in situations of certainty and uncertainty.
- EA.26 – Understand the impact of economic, politic-legal, sociocultural, technological and environmental variables on the business activity.
- EA.29 – Know how to set objectives within the different levels of an organization as well as assessing the implications and necessities for it's consecution.
- EA.30 – Know how to plan objectives, organize, control and evaluate the implementation of the business strategy.
- EA.33 – Know how to contextualize the principles of business management and the design and implementation in the field of international business.

LEARNING OUTCOMES

- Understand the key aspects of strategic management processes in a global context.
- Carry out a strategic diagnosis through analytic technics, identifying and critically assessing internal and external information of organizations.
- Establish objectives and action plans for the different levels of an organization in a coherent manner in a diagnosed context.
- Conduct a stakeholder's analysis to manage risks on a global scale.
- Adapt business models to emerging markets and include a social corporate responsibility dimension.
- Work efficiently within a diverse team inside a multinational firm.
- Manage a global community of people.

COURSE CONTENTS

PART 1 – The Globalization of the Economy

Topic 1. The key drivers of globalization

- 1.1 Historical perspective on globalization: states, firms and individuals
- 1.2 Economic driver: Ricardo's comparative advantages revisited
- 1.3 Legal driver: free trade zones, fiscal optimization and free trade agreements
- 1.4 Technology driver: the impact of the flattening technologies

Topic 2. Issues and debates about globalization

- 2.1 The bright sides and the dark sides of globalization
- 2.2 Understanding the differences between Made in Spain vs Made to Spain vs Made for Spain
- 2.3 Objective tools and indicators to use: the Purchasing Power Parity (PPP), Foreign Direct Investments (FDI) and Gini Index

Topic 3. The globalized value chain

- 3.1 Globalizing the local and localizing the global
- 3.2 From local adaptation to global standardization, strategies to build a globalized value chain
- 3.3 Three main mechanisms: optimized supply chain, rules of origins and internal transfer pricing

PART 2 – The Strategies of Globalization

Topic 4. Analyzing a global environment

- 4.1 Three levels of analysis: macro, sector and city
- 4.2 Five main variables to watch when you are going abroad
- 4.3 Main partners to contact when you want to internationalize your firm

Syllabus

2020 - 2021

Topic 5. Corporate strategy and national competitiveness

- 5.1 Multinational vs Domestic perspectives
- 5.2 Porter's "diamond" model of national competitiveness
- 5.3 The Triad vs Emerging vs Emergent countries

Topic 6. Entering a non-domestic market and adapting your organizational structure

- 6.1 Modes of entry: Make, Do, Buy or Ally
- 6.2 International franchising and licensing
- 6.3 Adapting his business model to emerging markets constraints

PART 3 – Managing Globalization in Practice

Topic 7. Knowledge Management

- 7.1 Why companies are social networks and collections of communities and best practices
- 7.2 Strategies to manage knowledge internally and externally
- 7.3 Open innovation on a global scale

Topic 8. Human Resource and Culture Management

- 8.1 Managing expatriation
- 8.2 The levels of diversity inside and outside corporations
- 8.3 The Hofstede model to understand national culture differences

Topic 9. Risk Management

- 9.1 Mapping international business risks
- 9.2 Managing external risks
- 9.3 Managing internal risks

WORKLOAD

ACTIVITIES	HOURS	ATTENDANCE REQUIRED
Lectures	24	Yes
Practical sessions	21	Yes
Group assignments preparation	10	No
Individual assignments preparation	12	No
Self-preparation and study for evaluation activities	12	No
Self-preparation and study for assignments and lectures	18	No
Self-preparation and study for practical sessions	15,5	No
TOTAL	112,5	

TEACHING METHODOLOGY

Lectures

The teacher will highlight the main issues and those of a more difficult comprehension. He will solve typical examples and he will guide the evolution of the students through the contents available in the virtual classroom and in the recommended bibliography. By the end of each class, the necessary contents for the next session will be remarked, so that the students can be prepared for the next class.

Practical sessions

They will be focused on two aspects: theoretical/practical problems and computer based problems.

- Exercises. The teacher will solve exercises and will propose some others that the students will have to solve for the next session.
- Oral presentations. The teacher will ask some students to present the solutions of some exercises.

Teamwork

Lectures and practical sessions will be completed with individual and group assignments using business case studies written by the teacher.

EVALUATION CRITERIA

The course will be graded according to the following scheme:

CONTINUOUS EVALUATION (40%)

- Class Participation (10%)
Attendance and participation is essential and all students are expected to participate. Intelligent and relevant discussions are expected of each student and it is an important part of the general evaluation of the course. Among other skills, class participation is very important to develop the ability to express and defend one's ideas.
- Case Study (20%)
Case studies about internationalization of firms will be given in classroom and students will "solve" the case in small groups. Five Cases will be graded.
- Workshop Presentations (10%)
The assignments will be split among the different groups in two different sessions in order to apply concepts and tools to real business situations written by the lecturer.

Syllabus

2020 - 2021

EXAMINATIONS 60%

First Call:

During the academic year, two written examinations will be carried out, one in the middle of the semester (for topics 1 to 4) and the other at the end of the semester (for topics 5 to 9 or for the entire syllabus).

In each exam a minimum grade of 5 is required. The following cases could occur:

A. Students who pass the partial exam, that is, obtain a minimum grade of 5 out of 10, will be able to eliminate that part of the subject and present themselves to the final part exam by the remaining syllabus (topics 5 to 9). In this case, your final grade will be an average between the two exams, provided that in the final part exam you have obtained a minimum grade of 5 out of 10:

- Partial exam (topics 1 to 4): 3 points.
- Final part exam (topics 5 and 9): 3 points

B. Those students who do not pass the partial exam will have to submit to the final exam for the entire syllabus, being in this case their final mark obtained in the final exam:

- Final exam (topics 1 to 9): 6 points

C. Those students who have passed the partial exam and have not passed the final part exam, with a mark equal or above 5, will have to present to the 2nd Call for the whole subject.

D. Those students who, even if they passed the partial exam, wish to take the final exam to improve the grade, will not be considered the grade obtained in the partial exam. Therefore, their final grade will be the one obtained for the entire syllabus in the final exam:

- Final exam (topics 1 to 9): 6 points

Second Call:

Those students who do not exceed the 1st call, will have to present themselves to a new examination in 2nd call and their final note will be the one obtained for the whole agenda in this examination:

- Final exam (topics 1 to 9): 6 points

The continuous evaluation is not recoverable, therefore, the grade obtained during the continuous evaluation of the subject will be maintained both in the 1st call and in the 2nd call.

The exams are obligatory, so to exceed them (minimum mark of 5 out of 10 in both the partial and final exam) is an indispensable condition to combine the grade with continuous assessment and to pass the subject.

Please note that students must interact, write and answer in English (and not in their mother language). Students must follow the minimal requirements in writing and spelling the English vocabulary in a correct manner. This will impact their grades consequently.

CLASS ATTENDANCE

Class attendance is compulsory for the appropriate understanding of the course. Absences above 15% of the total number of sessions will imply that the student will not obtain any grade for the continuous evaluation process. As a consequence, the final grade will be calculated applying 60% over the exam grades.

EVALUATION SYSTEM SUMMARY	
Examinations (6 points)	
Partial Exam (Topics 1 to 4)	3 points
Final Part Exam (Topics 5 to 9)	3 points
Second Call or for students who do not pass the partial exam or the final part exam Final Exam (Topics 1 to 9)	or 6 points
Continuous Evaluation (4 points)	
Class attendance and participation	1 point
Workshop Presentations	1 point
Case Study	2 points

SECOND EXAMINATION SESSION NOTICE

Students failing in first examination session will have a second examination date (to change the Final Exam grade). Continuous evaluation (40% of total grade) requires attendance and participation and therefore **will not be recoverable**. As a consequence, the student will maintain the grade received in first examination session and the second examination will replace the Final Exam grade (= 60% of the total grade).

Students who do not achieve in the first and second examinations and who do not repeat the module have to be enrolled again. They have a right to a third and a fourth examination session. The evaluation will be:

- Continuous Assessment: 20% of the final grade and will be based on papers and cases to deliver to the lecturer
- Exams: 80% of the final grade.

REFERENCES

Basic references:

- *International Business: A Practical Approach* (2nd Edition) by Robert Sweo and Sandra Pate (2014)
- *International Management Across Borders and Cultures* (8th edition) by Helen Deresky (2013), Prentice Hall.
- *World 3.0: Global Prosperity and how to Achieve it* by Pankaj Ghemawat (2011), Harvard Business School Press.
- *The World Is Flat 3.0: A Brief History of the Twenty-first Century* by Thomas Friedman (2007), Picador Edition.
- *Kiss, Bow, or Shake Hands* by Terri Morrison and Wayne Conaway (2006), McGraw Hill/Adams Media Edition.

Extra references:

- *The New Rules of Globalization* by Ian Bremmer, Harvard Business Review, January 2014
- *Making it overseas* by Javidan Mansour, Mary Teagarden, David Bowen, Harvard Business Review, April 2010.
- *When you should not go global* by Marcus Alexander and Harry Korine, Harvard Business Review, December 2008.
- *What is a Global Manager?* by Christopher Bartlett and Sumantra Ghoshal, Harvard Business Review, August 2003
- *Distance still matters, the hard reality of global expansion* by Pankaj Ghemawat, Harvard Business Review, September 2001
- *The Globalization of Markets* by Theodore Levitt, Harvard Business Review, May 1983.