SYLLABUS 2019 – 2020

INTERNATIONAL BUSINESS MANAGEMENT

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.

Course Details

- **Code:** 1313
- **Degree:** Degree in Business Management
- **Mention:** Business Creation and Management – Itinerary Entrepreneurship
- **Character:** Compulsory
- **Year:** 3rd
- **ECTS:** 4.5

Prior Knowledge

Not required.

Professors

<table>
<thead>
<tr>
<th>Name</th>
<th>Tutorials</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alexandre Perrin</td>
<td>Monday 17:00 to 18:00 (by appointment)</td>
</tr>
</tbody>
</table>

Name

Business Management
**Competences**

**BASIC COMPETENCES**
- GI.1 - Analysis and synthesis capability.
- GI.2 - Planning 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.
- GP1 - 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 its 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.

**Course contents**

**PART 1 – The Globalization of the Economy**

**Topic 1. The key drivers of globalization**
- 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

**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
Work Load

<table>
<thead>
<tr>
<th>PRESENTIAL ACTIVITIES</th>
<th>HOURS</th>
<th>ATTENDANCE REQUIRED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lectures</td>
<td>24</td>
<td>YES</td>
</tr>
<tr>
<td>Practical sessions</td>
<td>21</td>
<td>YES</td>
</tr>
<tr>
<td><strong>Total Presential Activities</strong></td>
<td>45</td>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>NON-PRESENTIAL ACTIVITIES</th>
<th>HOURS</th>
<th>ATTENDANCE REQUIRED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group assignments preparation</td>
<td>10</td>
<td>NO</td>
</tr>
<tr>
<td>Individual assignments preparation</td>
<td>12</td>
<td>NO</td>
</tr>
<tr>
<td>Self-preparation and study for evaluation activities</td>
<td>12</td>
<td>NO</td>
</tr>
<tr>
<td>Self-preparation and study for assignments and lectures</td>
<td>18</td>
<td>NO</td>
</tr>
<tr>
<td>Self-preparation and study for practical sessions</td>
<td>18</td>
<td>NO</td>
</tr>
<tr>
<td><strong>Total Non-Presential Activities</strong></td>
<td>70</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>115</td>
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</table>

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.
- Exercizes. 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 exercizes.

**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.

EXAMS (60%)

- **Two Exams will be conducted along the program at the end of each Part. A Final Exam will be organized at the end of the class.**
  - In order to pass the course, the student must take all the exams. Each of them will account for 15% of the final grade (= 2 points). A Final Exam (which accounts for 30%) will be organized after the last session.
  - Final grade will be a weighted average of exams and continuous evaluation and must be greater than 5: (0,6*3 exams + 0,4*continuous evaluation).

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

<table>
<thead>
<tr>
<th>Exams (6 points)</th>
<th>Continuous Evaluation (4 points)</th>
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</thead>
<tbody>
<tr>
<td>Exam on Part 1</td>
<td>Class attendance and participation</td>
</tr>
<tr>
<td>Exam on Part 2</td>
<td>Workshop Presentations</td>
</tr>
<tr>
<td>Final Exam (Part 1, 2 and 3)</td>
<td>Case Study</td>
</tr>
<tr>
<td>1.5 points</td>
<td>1 point</td>
</tr>
<tr>
<td>1.5 points</td>
<td>1 point</td>
</tr>
<tr>
<td>3 points</td>
<td>2 points</td>
</tr>
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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 Management Across Borders and Cultures (8th edition) by Helen Deresky (2013), Prentice Hall.

**Extra references:**

- When you should not go global by Marcus Alexander
- 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