

### BASIC DETAILS:

<b>Subject:</b>	INTERNACIONALIZACIÓN III. DIRECCIÓN Y ORGANIZACIÓN DE EMPRESAS MULTINACIONALES		
<b>Id.:</b>	30595		
<b>Programme:</b>	GRADUADO EN ADMINISTRACIÓN Y DIRECCIÓN DE EMPRESAS (BOE 26/11/2010)		
<b>Module:</b>	INTERNACIONALIZACIÓN		
<b>Subject type:</b>	OPTATIVA		
<b>Year:</b>	3	<b>Teaching period:</b>	Segundo Cuatrimestre
<b>Credits:</b>	6	<b>Total hours:</b>	150
<b>Classroom activities:</b>	64	<b>Individual study:</b>	86
<b>Main teaching language:</b>	Inglés	<b>Secondary teaching language:</b>	Castellano
<b>Lecturer:</b>		<b>Email:</b>	

### 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:

<b>General programme competences</b>	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.
<b>Specific programme competences</b>	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.
<b>Learning outcomes</b>	R1	Implement an optimal human resources policy in an international context.
	R2	Analyse and propose strategic actions that positively affect the operation of an international company.
	R3	Assess and make decisions regarding the entry into the international arena and the internationalisation of the company..
	R4	Analyse and understand the environmental factors that can affect organisational aspects of the company.

### PRE-REQUISITES:

There are no pre-requirements needed.

### SUBJECT PROGRAMME:

Observations:

Observations: 1.- The Multinational Organization in the Global World. This chapter aims to show the students that the world and its organizations are one connected economy in which companies conduct business and compete anywhere and with anyone, regardless of national boundaries. 2.- Structures, Strategy and Designs. This chapter reviews common company structures and commercial strategies and explains the need for rapid change in the way of working of these organizations. These organizations are subjected to changes in the environment, technological change, hypercompetitive markets and emphasis on price and quality with more demanding customers. 3.- Human Resources Management in Multinational Organizations. This chapter covers the importance of selecting and building a team of internationally experienced managers that operate in an environment that is supported as well by the right Human Resources practises.

**Subject contents:**

<b>1 - The multinational in a global world</b>
1.1 - The Globalizing Economy and a changing environment
1.2 - Culture and Multinational Management
1.3 - Managing Social and Ethical Responsibility
<b>2 - Strategy, Structures and Designs for Multinational</b>
2.1 - Organisational Strategy
2.2 - Small Businesses as Multinational Businesses
2.3 - Comparative Strategic Management
2.4 - Organization Design processes for Multinational Companies. Structures and Entry Modes
2.5 - Joint Ventures and Acquisitions
<b>3 - Human Resources Management In Multinational Companies</b>
3.1 - International Human Resources Management
3.2 - Power and Politics
3.3 - Ethics and Social Responsibility

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.

**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, 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. All students will have to attend the Business Lab. The purpose of the Business Lab is to introduce students, from day one of their time in ADE, to the real world of business by working on identifying issues, creating solutions, developing contingency plans and applying their solutions to these real problems of working businesses. These activities will have the ultimate purpose of developing students' social and technical skills, their performance and providing them with a competitive advantage when faced with the labour market. The activities will be very varied and will range from case work, visiting companies to attending seminars and helping to provide solutions to real business problems. Students will have to attend a number of pre-planned activities that will be developed through the course year. Attendance will be required of all students in all activities planned for them and follow up, as well as grading of the activities will be done by the students tutor, teacher and the Company representative they will work for. Failure to attend all of these activities will carry a penalisation determined by the tutor and/ or teacher and reflected in the final mark. The grading will be included in the group work grading of the subject. Integration of English language in the subject: The subject will be taught in english. The material provided and the lectures

will also be in english.

**Student work load:**

Teaching mode	Teaching methods	Estimated hours
Classroom activities	Master classes	6
	Other theory activities	13
	Practical exercises	10
	Practical work, exercises, problem-solving etc.	5
	Debates	7
	Coursework presentations	6
	Films, videos, documentaries etc.	4
	Workshops	3
	Laboratory practice	3
	Participation in seminars, conferences etc.	3
	Other practical activities	4
Individual study	Tutorials	5
	Individual study	20
	Individual coursework preparation	10
	Group coursework preparation	10
	Project work	7
	Research work	7
	Compulsory reading	10
	Recommended reading	2
	Extra-curricular activities (visits, conferences, etc.)	5
	Other individual study activities	10
<b>Total hours:</b>		<b>150</b>

**ASSESSMENT SCHEME:**

**Calculation of final mark:**

Final exam:	45	%
Group coursework (Business Lab):	25	%
Individual Course work including tests:	30	%
<b>TOTAL</b>	<b>100</b>	<b>%</b>

\*Las observaciones específicas sobre el sistema de evaluación serán comunicadas por escrito a los alumnos al inicio de la materia.

**BIBLIOGRAPHY AND DOCUMENTATION:**

**Basic bibliography:**

Huczynski,A. Buchanan, D. Organizational Behaviour, 4th edition Prentice Hall, 2001
Bass,M.Bernard The Bass Handbook of Management. 4th edition, Free Press, 2008
Cullen,John B. Multinational Management. A strategic Approach. International Edition, 6th Edition, South-Western 2014

**Recommended bibliography:**

Watson, T. , Organising and Managing Work, Pearson Education, 2002
Storey, J. Human Resource Management – A Critical Text, 3rd Edition, London: ThompsonLearning, 2007
Gomez-Mejia, L. Balkin,D. Cardy,R.Gestión de Recursos Humanos, Pearson, 2008
Tyson, S. Human Resource Strategy, London: Pitman, 1995
Holbeche, L. Aligning Human Resources and Business Strategy, Oxford: ElsevierButterworth-Heinemann, 2002
Handy, C. Inside Organizations – 21 Ideas for Managers, London: BBC Books,1990
Goleman, D. Working with Emotional Intelligence, London: Bloomsbury, 1998

Belbin, R. M., Management Teams : Why They Succeed or Fail, 2nd Edition, Oxford : Elsevier Butterworth-Heinemann, 2004

**Recommended websites:**

3.Asociación Española de Dirección y Desarrollo de Personas (AEDIPE):	<a href="http://www.aedipe.es/">http://www.aedipe.es/</a>
Personnel Today	<a href="http://www.personneltoday.com/home/default.aspx">http:// www.personneltoday.com/home/default.aspx</a>
Diccionario de la Real Academia Española	<a href="http://www.rae.es">www.rae.es</a>
European Computer Driving Licence (Spain)	<a href="http://ecdl.ati.es/">http://ecdl.ati.es/</a>

\* Guía Docente sujeta a modificaciones