

MODULE	COURSE	YEAR	SEMESTER	CREDITS	TYPE
INTERNATIONAL AND HUMAN RESOURCE MANAGEMENT	INTERNATIONAL BUSINESS MANAGEMENT	4º	1º	6	Elective
LECTURERS			CONTACT INFORMATION FOR OFFICE HOURS		
<ul style="list-style-type: none"> Nuria Esther Hurtado Torres (A- taught in Spanish) Blanca Delgado Márquez (A- taught in Spanish) Antonio Rueda Manzanares (B- taught in English) 			Department: Department of Management II, Faculty of Economics and Business Sciences. Email: nhurtado@ugr.es, bdelgado@ugr.es & arueda@ugr.es		
COORDINATOR OF THE COURSE: Nuria Esther Hurtado Torres			OFFICE HOURS		
			http://oe2.ugr.es/		
BACHELOR'S DEGREE Bachelor's Degree in Business Management and Administration					
PREREQUISITES AND/OR RECOMMENDATIONS (if necessary)					
Students are required to have a sufficient level of knowledge regarding: <ul style="list-style-type: none"> Business Management Strategic Management 					
BRIEF DESCRIPTION OF CONTENTS (ACCORDING TO BACHELOR'S DEGREE'S VERIFICATION DOCUMENT)					
<ul style="list-style-type: none"> Definition and design of a firm's strategic internationalisation plan: the key strategic decisions to be made International market-entry strategies Export strategies, with particular reference to the management of exportation processes among SMEs Cooperation strategies: types and characteristics Strategic and organisational approaches in the multinational firm The cultural sphere and human resource management in the multinational firm 					
OBJECTIVES (EXPRESSED AS EXPECTED OUTCOMES OF THE LEARNING PROCESS)					



Knowledge-based objectives:

- Understand the theoretical frameworks related to business internationalisation strategies.
- Understand what internationalisation is, and its implications for firms adopting this strategy.
- Understand the rationale behind firms' decision to operate internationally.
- Identify the internal and external drivers of the business internationalisation process.
- Understand the decisions that emerge as a result of designing a firm's internationalisation plan.
- Determine the characteristics of the most suitable products/services for operating in international markets.
- Use appropriate criteria to decide on the best entry methods for reaching foreign markets.
- Analyse the factors affecting the firm's decision as to the entry method for reaching foreign markets.
- Be aware of the financial support offered by public bodies to assist firms in their internationalisation plans.
- Understand the aspects that characterise different market entry methods.
- Understand the key differences between the various market entry methods.
- Identify the different organisational designs that are most suitable for multinational firms, depending on their characteristics.
- Learn the different coordination and control mechanisms used by multinationals.
- Understand the roles that can be played by the different subsidiaries of multinationals.
- Analyse the cultural problems that can influence the decisions of the multinational firm.
- Know which policies are the most appropriate for achieving effective management of expatriates.

Objectives relating to individuals' skills, capacities and competencies:

- Problem-solving
- Analysis and synthesis
- Organisation and planning
- Teamwork
- Delivering presentations in public
- Undertaking the necessary information-search to ensure effective decision-making
- Relating theoretical concepts with one another and applying them to practical scenarios
- Apply critical thinking and creativity to problem-solving.

DETAILED SYLLABUS OF THE COURSE

Chapter 1: internationalization and international competitiveness

- 1.1.- Internationalization, Globalization and Competitiveness.
- 1.2.-International trade theories.
- 1.3.- Competitive Advantage of Nations and Regional Clusters.
- 1.4. International Management Theories

Chapter 2: Motives for internationalization

- 2.1.-Motives for internationalization
 - 2.1.2.-Heterogeneous Strategic Objectives for Internationalization
 - 2.1.2.-Market Barriers
- 2.2.- Key steps for success in exportmarkets

Chapter 3: Export modes and International Licensing

- 3.1.-Channels of distribution.
- 3.2.-Contractual joint ventures.



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Chapter 4: Foreign direct investment (F.D.I.)

- 4.1.- Foreign Direct Investment.
- 4.2.- International Equity Joint Ventures.
- 4.3.- Configuration of Value Chain Activities:
 - 4.3.1.-Production.
 - 4.3.2.-Sourcing.
 - 4.3.3.-R&D.

Chapter 5: Strategic international management

- 5.1.- Strategic orientation of the multinational corporation.
- 5.2.- Role Typologies for Foreign Subsidiaries.
- 5.3.-Coordination and international control.
- 5.4.- International Organizational Structures.

Chapter 6: The role of culture and Human Resource Management in International Management

- 6.1.-Country culture.
- 6.2.-Corporate culture.
- 6.3.- International Human Resource Management.

Chapter 7: Multinational Corporations' Corporate Social Responsibility

- 7.1.- Loss of Confidence, the Challenge of Responsibility and Sustainability.
- 7.2- Corporate Social Responsibility and the Stakeholder View.
- 7.3.- CSR Management Model.
- 7.4.-International Codes of Conduct.
- 7.5.- CSR and Profitability.
- 7.6.- CSR and Corporate Governance.

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CASE STUDIES:

- Case 1: Competitive Advantage of Nations and Regional Clusters: London Financial Cluster.
- Case 2: Motives for internationalization: SAP.
- Case 3: Export Modes: Herrenknecht.
- Case 4: Foreign Operation Modes: ThyssenKrupp.
- Case 5: The Integration/Responsiveness- and the AAA-Frameworks: Retailing.
- Case 6: International Human Resource Management: Google.
- Case 7: MNCs' Corporate Social Responsibility: Coop/Remei.

BIBLIOGRAPHY

- Dirk Morschett, Hanna Schramm-Klein & Joachim Zentes (2015) STRATEGIC INTERNATIONAL MANAGEMENT. Springer
- Darling, J. R., & Seristö, H. T. (2004). Key steps for success in export markets: A new paradigm for strategic decision making. European Business Review, 16(1), 28-43.
- Katsikeas, C. S., Leonidou, L. C., & Morgan, N. A. (2000). Firm-level export performance assessment: review, evaluation, and development. Journal of the Academy of Marketing Science, 28(4), 493-511.
- Wolff, J. A., & Pett, T. L. (2000). Internationalization of small firms: An examination of export



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competitive patterns, firm size, and export performance. Journal of small business management, 38(2), 34.

- Khansa Masood & Sami Ullah Bajwa (2015). Internationalization, Globalization and Competitiveness: A Theoretical Review. International Journal of Management & Organizational Studies, , 4(3), 135-139.

TEACHING METHODOLOGY

We will use the following teaching resources:

- Master class: we will explain the fundamentals of the course.
- Case Studies: we will practice with case studies.
- Individual Activities: some activities will be proposed to the students to work by themselves. Those include: Guided and non-guided activities, Study of the contents and evaluation activities.
- Group activities: Guided and non-guided activities to work in groups.
- Tutoring sessions: To guide the student.

ASSESSMENT (ASSESSMENT TOOLS, ASSESSMENT CRITERIA AND PERCENTAGE OF FINAL MARK, ETC.)

To assess the contents and competencies acquired, we will use the following tools:

- Write test: we will propose some short answer questions and case studies.
- Oral test: there will be oral exposition of the case studies solved in groups.
- Observation: The conducts of the student will be observed to check them with the competencies.
- Attending and participation of the student to class, seminars and tutoring sessions.

The final mark will be calculated as following:

- Theoretical part (50% of the total)
- Practices (50% of the total)

The students could opt to complete the practices following the continuous evaluation system or with a final exam with a case study.

PRACTICES: Continuous evaluation system (50% of the final mark). The student could have 5 points through the continuous evaluation system. This system is based upon the attending, participation and assessment of the practical activities proposed. To opt to this system the student has to do and attend to at least the 60% of the proposed activities.

Ordinary examination. Final exam

- Theoretical part (50% of the total). Consisting on a writing assessment with short answer questions.
- Practice part (50% of the total). Consisting on the resolution of a case study based on subjects of the course. The students that have completed this part following the continuous evaluation system do not have to do this part on the final exam.
- The final mark of the student will result of the mean of theoretical part and practice part, taking into account that theoretical part has to be pass. If the student does not pass the theoretical part, the final mark will be the score of the theoretical part.
- Important: The student that do not attend the final exam will obtain “no presented” final mark.

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Extraordinary examination. Take this into account:

- The structure of the exam will be similar to the one on ordinary examination.
- The score of the continuous evaluation system will be saved for the student that does not pass the ordinary examination. In this case, the students that have passed the practice part through continuous evaluation system do not have to do the practice part on this examination.

DESCRIPTION OF THE SINGLE FINAL ASSESSMENT ACCORDING TO "RULES FOR ASSESSMENT OF THE UNIVERSITY OF GRANADA"

The single final assessment (for those who apply and are allowed to have it) will have this structure:
-Theoretical part (50% of the total). Consisting on a writing assessment with short answer questions.
-Practice part (50% of the total). Consisting on the resolution of a case study based on subjects of the course.

ADDITIONAL INFORMATION

It is recommended to have at least a B1 level of English to attend this course.



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