



Asignatura: International Management  
Código: 16757  
Centro: facultad de CC. Económicas y Empresariales  
Titulación: Administración y Dirección de Empresas  
Nivel: Degree  
Tipo: Optional  
Nº. de Créditos: 6

## 1. ASIGNATURA / **COURSE TITLE**

International Management

### 1.1. Código / **Course number**

16757

### 1.2. Materia/ **Content area**

Financial management/ Strategic management/ International Economics

### 1.3. Tipo /**Course type**

Optional

### 1.4. Nivel / **Course level**

Bachelor

### 1.5. Curso / **Year**

4<sup>th</sup>

### 1.6. Semestre / **Semester**

Second

### 1.7. Número de créditos / **Credit allotment**

6 credits ECTS

### 1.8. Requisitos previos / **Prerequisites**

Specially required is a good background in Macroeconomics, Applied Economics, and Managerial Economics



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## 1.9. Requisitos mínimos de asistencia a las sesiones presenciales/ **Minimum attendance requirement**

Students must attend at least 75% of scheduled classes.

## 1.10. Datos del equipo docente / **Faculty data**

El equipo docente está integrado por profesores del siguiente departamento:  
/ **The faculty is composed of professors from the following department:**

### Departamento de Organización de Empresas

Módulo E-8

Facultad de Ciencias Económicas y Empresariales

C/ Francisco Tomás y Valiente, 5

Universidad Autónoma de Madrid

28049 Madrid

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Web:

[http://www.uam.es/ss/Satellite/Economicas/es/1234888139979/subhomeDepartamento/Organizacion\\_de\\_Empresas.htm](http://www.uam.es/ss/Satellite/Economicas/es/1234888139979/subhomeDepartamento/Organizacion_de_Empresas.htm)

Los profesores concretos encargados de la docencia de cada asignatura aparecen en los horarios de cada curso académico, disponibles en la siguiente página web: / **The concrete professors in charge of teaching each subject can be seen in each academic course schedule, which is available at the following web page:**

[http://www.uam.es/ss/Satellite/Economicas/es/1242650730114/contenidoFinal/Horarios\\_y\\_aulas.htm?idenlace=1242661251796](http://www.uam.es/ss/Satellite/Economicas/es/1242650730114/contenidoFinal/Horarios_y_aulas.htm?idenlace=1242661251796)

Los coordinadores de cada asignatura pueden consultarse en la misma página web. / **Each subject coordinator can be seen also at the same web page.**



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## 1.11. Objetivos del curso / Course objectives

International business differs in important ways from business conducted within national borders. Managing import/export, and above all foreign direct investments, poses important challenges, but it is a precondition for growth and competitiveness in the current international economic setting.

This course provides a framework for analyzing decisions made by firms in an international context. It will provide the basis for formulating successful strategies in the international business environment. This course combines issues in strategy, international finance, trade theory, trade policy, marketing, human resource management, and other related areas.

The course emphasizes the use of analytical tools, and it provides an environment for developing oral and written communication skills. The course is designed in an integrated way, so that there is some overlap with material taught in more specialized courses on international marketing and international finance.

Our goal is to supply the student with the basic technical fundamentals as well as the elements of analysis to undertake and to evaluate the internationalization processes of companies. The student should also be familiar with the necessary tools of management for each subsystem of a company with activities outside its country of origin.

Generic competencies:

. Theoretical capacity of analysis and synthesis; ability to translate knowledge into decision making and problem solving; ability to identify opportunities and threats; ability to work under pressure; negotiation skills; ability to make decisions; critical and self-criticism; ability to interdisciplinary team work; leadership skills; ability to work in an international context; ability to find relevant information for the field of study; ability to process information in internet context and use of tools for remote communication ; skills for public presentation of works, ideas and reports; initiative and entrepreneurship; concern for quality and a well done job; effective time management.

Specific competencies:

. Design and manage business projects; design of organizational structures and identify variables relevant for business decision making; organization and planning of background knowledge to better acquire advanced senior



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management skills or management research; ability to formulate, evaluate and select business strategies; ability to make business decisions using different theoretical models.

## 1.12. Contenidos del programa / [Course contents](#)

### PART I: THE GLOBALIZATION PROCESS

- 1: Structural trends towards globalization
- 2: Globalization measures in historical perspective
- 3: Implication of the globalization process

### PART II: INTERNACIONALIZATION OF THE SPANISH ECONOMY AND BUSINESS

- 4: The external accounts of the spanish economy
- 5: Foreign direct investment in Spain
- 6: Spanish direct investment abroad
- 7: International portfolio investments: to and from Spain
- 8: External debt of the Spanish economy: management challenges

### PART III: INTERNATIONAL BUSINESS MANAGEMENT

- 9: From foreign trade to multinational companies (MNC): Stages in a firm´s internationalization
- 10: Strategies on MNC´s
- 11: Risk management in MNC´s
- 12: International competitiveness: the role of new technologies

## 1.13. Referencias de consulta / [Course bibliography](#)

### Básica /Essentials

Guillén, Mauro.F.; García-Canal, Esteban. (2010)  
"The New Multinationals. Spanish Firms in a Global Context". Ed. Cambridge University Press.

Anuario (2012)  
"Internacionalización de la empresa española". Círculo de Empresarios y Warton University of Pennsylvania.



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### Complementaria/Additional readings

**AFI; Mateos, Petra (eds.) (2001)**

"Finanzas Internacionales". Ed. Académicas (EDIASA), septiembre 2001. 529 págs.

**AFI (2008)**

"España en Contraste: Financiación de la Economía", Ediciones Empresa Global

**AFI (2009)**

"España en Contraste: Crecimiento Económico", Ediciones Empresa Global, Madrid 2009 (345 pág.)

**Banco de España (2011)**

"Un siglo de historia del sistema financiero español"

**Berges, Ángel; Manzano, Daniel; Ontiveros, Emilio y Valero, Francisco José (1991)**

"Mercados Financieros Internacionales" Espasa-Calpe. Madrid.

**Hill, Charles W.L. (2009)**

"International business: competing in the global marketplace". 7<sup>th</sup> Edition McGraw Hill Irwin

**Rugman, Alan M and Brewer, Thomas L. (2010)**

"Oxford Handbook of International Business"  
Oxford University Press

**UNCTAD (United Nations Conference on Trade and Development (2010)**

World Investment Report 2010. New York. United Nations.

Additionally, supplementary materials will be provided on an on going process.



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## 2. Métodos Docentes / Teaching methodology

Theoretical and practical aspects will be covered simultaneously in presential lectures.

Students are also required to present two short essays, on topics suggested by the teacher and related to international business; and a final report on a case study of a company internationalization process.

## 3. Tiempo de trabajo del estudiante / Student workload

Actividad didáctica / <i>Learning task</i>	Horas <i>Hours</i>	ECTS <i>ECTS</i>
Asistencia a clases teóricas en aula <i>Attendance to theoretical lectures in the classroom</i>	25	1
Asistencia a clases prácticas en aula <i>Attendance to practical activities in the classroom</i>	20	0,8
Trabajos individuales <i>Individual assignments</i>	5	0,2
Trabajos en grupo <i>Group assignments</i>	70	2,8
Asistencia a tutorías programadas <i>Attendance to compulsory tutorials</i>	2	0,08
Estudio y preparación de exámenes <i>Personal study for tests</i>	18	0,72
Realización de exámenes y otras pruebas de evaluación <i>Time devoted to tests</i>	6	0,24
Seminario o actividades colectivas obligatorias <i>Seminar or compulsory collective activities</i>	4	0,16
<b>CARGA TOTAL EN HORAS DE TRABAJO</b> <i>Total workload (in hours)</i>	<b>150</b>	<b>6</b>



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#### 4. Métodos de evaluación y porcentaje en la calificación final / **Evaluation procedures and weight of components in the final grade**

The final grade, based on a 10 points scale, is obtained by computing the following partial scores:

- ✓ Exam covering theoretical and practical classes (3 points)
- ✓ Case presentation (3 points)
- ✓ Written report on the case presented (2 points)
- ✓ Regular essays on actual topics chosen by the professor (2 points)

This assessment is valid both for the ordinary call and the extraordinary at first registration. Cases and reports presented during the academic course will be accumulated for extraordinary evaluation. The same system applies in the second registration.



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## 5. Cronograma\* / Course calendar

Week	Contenido	Horas presenciales	Horas no presenciales del estudiante
1	Presentation and lesson 1	3	7
2	Lesson 1	3	7
3	Lesson 2	3	7
4	Lesson 3	3	7
5	Lesson 4	3	7
6	Lesson 5	3	7
7	Lesson 6	3	7
8	Lesson 7	3	7
9	Lesson 8	3	7
10	Lesson 9	3	7
11	Lesson 10	3	7
12	Lesson 11	3	7
13	Lesson 12	3	7
14	Summing up	3	7
15	Summing up	3	7

\*This timetable is indicative and can be subject to change