

## TEACHING GUIDE

| Course Information |   |
|--------------------|---|
| Full name          | Strategy I: Global Environment                  |
| Code               | 0000012167                                      |
| Degree             | <a href="#">Master International Management</a> |
| Taught in          | Advantere School of Management                  |
| Level              | Postgraduate Official Master's Degree           |
| Term               | Quarterly (First Quarter)                       |
| Credits            | 2,0 ECTS  |
| Type               | Mandatory                                       |
| Person in charge   | Juan Antonio Gil Serra                          |
| Office hours       | Continuous availability via email               |

| Professor Information |                                   |
|-----------------------|-----------------------------------|
| Professor             |                                   |
| Name                  | Juan Antonio Gil Serra            |
| Department / Area     | Advantere School of Management    |
| Office                | Continuous availability via email |
| Email                 | j.gil@advantere.com               |

## SPECIFIC COURSE INFORMATION

| Course contextualization   |
|--|
| <p><b>Contribution to the professional profile of the degree</b></p> <p>Business organizations, their decisions and actions operate in a complex, dynamic and increasingly turbulent environment.</p> <p>The student will develop an understanding of the many dimensions and layers of the global business environment. This course aims to recognize, understand and reflect on the challenges and opportunities that different aspects of the business environment present to companies, organizations and managers operating in an international context.</p> <p>More specifically, this course will address the following contents:</p> <ul style="list-style-type: none"> <li>• Globalization, its different dimensions and its importance</li> <li>• Background and reasons for the international regimes and institutions that make up global governance today</li> <li>• Identification of the different levels and dimensions of the global business environment (political, economic, social, technological, environmental, ethical and regulatory)</li> <li>• Economies and markets in a globalized world</li> <li>• National economies in the global environment</li> <li>• International trade and global competition</li> <li>• Models and tools for business environment analysis</li> </ul> |

| Competences - Objectives |   |   |
|--------------------------|---|---|
| Competences              |   |   |
| GENERAL                  |   |   |
| <b>CG 01</b>             | Cognitive skills of analysis and synthesis applied to global business situations and international management organizational issues   |   |
|                          | <b>RA1</b>  | Be able to deal with the analytical study of cases and scenarios, as well as to carry out information and data synthesis  |
| <b>CG 02</b>             | Information and data management as key elements for decision making and the identification, formulation and resolution of business problems   |   |
|                          | <b>RA1</b>  | Be able to search for and analyze information from diverse sources  |
|                          | <b>RA2</b>  | Search for, know, synthesize and appropriately use primary and secondary data from various sources  |
|                          | <b>RA3</b>  | Discern the value and usefulness of different sources and types of information, contrasting them, analyzing them critically and incorporating own assessments   |
|                          | <b>RA4</b>  | Incorporate the information into their own discourse  |
|                          | <b>RA5</b>  | Properly cite the sources used  |
| <b>CG 03</b>             | Ability to develop and execute in its different phases international business management projects in groups based on real situations  |   |
|                          | <b>RA1</b>  | Ability to engage in the development of experimental collective projects based on the real world, managing and aligning the client's needs with the available resources, optimally distributing the work, communicating and projecting its different phases, proposing real solutions and making efficient all interactions with the team, clients and other stakeholders |
| <b>CG 04</b>             | Exercise a global mindset applied to listening, negotiating and working in multidisciplinary teams to be able to operate effectively in different roles and, where appropriate, assume leadership responsibilities in an international organization |   |
|                          | <b>RA1</b>  | Use dialogue to collaborate and build good relationships  |
|                          | <b>RA2</b>  | Listen to the opinions of others and establish constructive dialogues   |
|                          | <b>RA3</b>  | Be able to carry out a persuasive exchange of ideas through a negotiating process to reach agreements with others   |
|                          | <b>RA4</b>  | Know the technique of debate and public speaking and how to use it in professional matters  |
|                          | <b>RA6</b>  | Communicate ideas in an effective and well-argued manner  |
|                          | <b>RA7</b>  | Seek the value of other team members and enhance their skills and strengths, making them feel an important part of the team   |

|                 |   |   |
|-----------------|---|---|
|                 | <b>RA8</b>  | Lead the work of the team, organizing and delegating tasks correctly  |
| <b>CG 05</b>    | Ethical commitment in the application of universal moral values and of the organization in the face of ethical dilemmas and corporate social responsibility, with special sensitivity to international diversity                |   |
|                 | <b>RA1</b>  | Assume the deontology and values associated with the performance of the profession  |
|                 | <b>RA2</b>  | Pursue excellence in professional performance   |
|                 | <b>RA4</b>  | Be concerned about the consequences that his activity and behavior may have for others  |
|                 | <b>RA5</b>  | Incorporate in its discourse and in one's proposed actions, the consequences that these may have for the different stakeholders of a global organization                        |
|                 | <b>RA6</b>  | Understand and appreciate different cultural and ideological perspectives   |
| <b>CG 07</b>    | Use critical thinking for decision making and problem solving in the management processes of international companies or organizations   |   |
|                 | <b>RA1</b>  | Be able to organize and meet deadlines assigned to tasks  |
|                 | <b>RA2</b>  | Prioritize time and energy when carrying out your study   |
| <b>CG 08</b>    | Recognition as global citizens who value diversity and intercultural dialogue as a source of human enrichment   |   |
|                 | <b>RA1</b>  | Respect, value and celebrate diversity and has a cosmopolitan mindset   |
|                 | <b>RA2</b>  | Be interested in learning about and critically reflecting on global issues and how they interact in one's life and the lives of others  |
|                 | <b>RA3</b>  | Feel part of a "global" society, increasingly plural and heterogeneous, in which different identities, cultures and religions coexist   |
|                 | <b>RA4</b>  | Actively participates in those activities that expose one to opinions and realities different from one's own  |
| <b>SPECIFIC</b> |   |   |
| <b>CE 01</b>    | Knowledge of the key characteristics and dimensions of today's global business environment and an understanding of the external forces that can influence international business activity and multinational management practice |   |
|                 | <b>RA1</b>  | Be able to critically analyze the nature of globalization and assess its impact on business and international management  |
|                 | <b>RA2</b>  | Describe the evolution and the main dimensions of globalization   |
|                 | <b>RA3</b>  | Explain the functions of the different institutions and organizations on which the management of the current global scenario rests  |
|                 | <b>RA4</b>  | Knows and understands a variety of theories, models, and tools that can be applied to analyze and assess the global business environment and to solve problems and case studies |

|              |   |  |
|--------------|---|--|
|              | <b>RA5</b>  | Describe the main theories of trade, liberalization and internationalization used to understand today's global business environment  |
|              | <b>RA6</b>  | Critically evaluate the regulatory environment in which international businesses operate   |
|              | <b>RA7</b>  | Identify salient issues impacting the global business environment (such as social responsibility and ethics; environment; global financial crisis) and evaluate the various responses of companies and other international organizations to these issues |
| <b>CE 03</b> | Knowledge and assessment of the adequacy of the different internationalization strategies and the different possible organizational structures according to the geographical and sectorial context, from which the student can recommend alternative actions for an internationalized company |  |
|              | <b>RA2</b>  | Know and apply to real situations different theories, models and analysis tools to address the choice of destination countries in the internationalization process of a company  |
|              | <b>RA3</b>  | Know the different possible modes of entry into a new geographic market, as well as the risks associated with each of them, and can apply this knowledge to make practical recommendations   |
| <b>CE 10</b> | Ability to identify and understand the most current dynamics and practices in the management of global companies, applying them as appropriate to real situations   |  |
|              | <b>RA1</b>  | Show one's interest in contact with professionals, actively participating in those activities that allow one to approach the professional practice of international management   |
|              | <b>RA3</b>  | Be familiar and regularly consults with organizations, professional forums and publications that allow one to keep current in professional practices   |

## THEMES AND CONTENT

| Contents – Themes  |
|--|
| <b>TOPIC 1: GLOBALIZATION</b>  |
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| <p>1.1. What is globalization?</p> <p>1.2. Facets of globalization</p> <p>1.3. Drivers of globalization</p>  |
| TOPIC 2: UNDERSTANDING COUNTRY DIFFERENCES   |
| <p>2.1. Key factors and trends</p> <p>2.2. Special focus on key Economic indicators (GDP, PPP, BoP...)</p> <p>2.3. The changing demographics of the global economy</p> |
| TOPIC 3: INTERNATIONAL TRADE   |
| <p>3.1. Trends in international trade</p> <p>3.2. Foreign Direct Investment</p> <p>3.3. Regulation of international trade</p>  |
| TOPIC 4: REGIONAL ECONOMIC INTEGRATION   |
| <p>4.1. Level of economic integration</p> <p>4.2. The establishment of the Euro</p>  |
| TOPIC 5: RECENT DEVELOPMENTS AND FUTURE OUTLOOK  |
| <p>5.1. Is globalization over? The new globalization</p> <p>5.2. Key trends and major challenges ahead</p>   |

## TEACHING METHODOLOGY

### General methodological course aspects

#### Presential Methodology: Activities

- Analysis and resolution of cases and exercises, individually and in groups: with the support of readings, articles, cases or other materials with information and data, students will work on the issues and challenges raised. The analysis and proposals for action will be presented and discussed in the classroom.
- Class presentations of cases, exercises and other activities: the different activities carried out (cases, exercises...) will be presented and discussed before the professor and the rest of the class, some individually, others in groups. In these presentations will be assessed both the content presented as well as its organization and structure, and the clarity of the messages and proposed resolutions. This assessment will be carried out by the professor and the rest of the classmates, in order to go deeper into each topic.
- Lectures by the professor, focused on the key contents of the course, and with the active participation of the students

#### Non-presential Methodology: Activities

- Individual study, to understand and become familiar with the contents and tools of the course
- Individual reading of texts of different types (cases, books, magazines, articles, press, Internet publications, reports on practical experiences, etc.) related to the courses of study
- Cooperative work of students, in groups, who are given a task that requires sharing information and resources among members with a view to achieving the proposed objective

## SUMMARY OF STUDENT WORK HOURS

| PRESENTIAL HOURS                                      |  |                        |  |
|---|--|------------------------|--|
| Lessons of an expository nature                       | Analysis and resolution of cases and exercises, individually or collectively | Seminars and workshops | Oral presentations of topics, cases, exercises and assignments |
| 8   | 4  | 4                      | 4  |
| NON-PRESENTIAL HOURS                                  |  |                        |  |
| Individual study, documentation and organized reading | Collaborative learning   |                        |  |
| 15  | 15   |                        |  |
| <b>ECTS CREDITS:</b>                                  |  |                        | <b>2 (50 hours)</b>  |

## EVALUATION AND GRADING CRITERIA

| Graded Activities   | Evaluation Criteria  | % of total grade |
|---|--|------------------|
| Individual Examination  | <ul style="list-style-type: none"> <li>Throughout the course there will be exams or written tests in which the solidity of the concepts acquired will be tested</li> </ul>                           | 30               |
| Assessment of individual participation and individual work done by students | <ul style="list-style-type: none"> <li>Attendance and active participation of the student (15%)</li> <li>&gt; Evaluation of cases or exercises prepared individually by the student (15%)</li> </ul> | 30               |
| Assessment of group work  | <ul style="list-style-type: none"> <li>Evaluation of monographic works, cases or exercises, analyzed and prepared in group</li> <li>Oral presentation of the group work in class</li> </ul>          | 40               |

## **Grades**

### **The evaluation criteria of the course are governed by the following regulations:**

1. All students must comply with 100% attendance on the days set for this course. Any absence must be justified.
2. The final grade corresponds to the sum of the graded activities, evaluation criteria and % of total grade described in the Evaluation and Grading Criteria section.
3. Individual and group work must be delivered on time and in the manner planned by the course professor.
4. A final mark below 5 implies the completion of an extraordinary test. The final grade in this exam may not be higher than the median of those passed at the time of set exams.

### **The Evaluation Criteria to enroll for a second year**

The student enrolled in the course for the second year must comply with the individual and group tasks set by the course professor. The same evaluation criteria described in the Evaluation and Grading Criteria section will be maintained.

For those circumstances not foreseen in this Teaching Guide, the Advantere School of Management Regulations and the Comillas General Regulations will apply.

## BIBLIOGRAPHIES AND RESOURCES

### Basic Bibliographies

Hill, Charles and others. Global Business Today. Mc Graw Hill.

### Complementary Bibliographies

- Krugman, Paul; Wells, Robin; Graddy, Kathryn. (2013). Essentials of Economics. Worth Publishers Inc.
- De la Dehesa, Guillermo (2007). Comprender la Globalización. Alianza editorial. Krugman, Paul (2013). Economía Internacional. Pearson.
- Todaro, Michael y Smith, Stephen (2014). Economic Development. Pearson.
- Acemoglu, Daron y James, Robinson (2012). Why Nations Fail: the origin of power,prosperity and poverty. Crown.
- Specialized magazines and websites of official international associations

In compliance with current regulations regarding the **protection of personal data**, we inform you and remind you that you can consult the aspects related to privacy and data protection that you have accepted in your registration by entering this website and pressing "download".

[https://servicios.upcomillas.es/sedelectronica/inicio.aspx?csv=02E4557CAA6F4A81663AD10CED66792](https://servicios.upcomillas.es/sedeelectronica/inicio.aspx?csv=02E4557CAA6F4A81663AD10CED66792)