

Aditya Wardhana



Bisnis INTERNASIONAL *Di Era Digital*

Editor : Mahir Pradana, PhD

Bisnis INTERNASIONAL

Di Era Digital

Buku ajar ini menjelaskan secara komprehensif mengenai bisnis internasional dalam meraih keunggulan kompetitif di era digital saat ini. Topik yang dibahas meliputi: Bisnis Internasional dan Globalisasi; Lingkungan Bisnis Internasional; Model Bisnis Internasional; Teori Perdagangan Internasional; Integrasi Ekonomi Regional; Investasi Internasional; Sistem Moneter dan Keuangan Internasional; Strategi Bisnis Internasional; Ekspor Impor; Strategi Pemasaran Internasional; Strategi SDM Internasional; Strategi Keuangan Internasional; Strategi Operasi Internasional; dan Strategi Kepemimpinan Internasional. Buku ajar ini dapat menjadi panduan komprehensif dan praktis untuk memahami bisnis internasional yang mengikuti perkembangan industri digital saat ini, dan merupakan bacaan penting bagi siapa saja yang tertarik untuk memahami dan mengimplementasinya.



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Aditya Wardhana



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KATA PENGANTAR

Segala puji syukur kami panjatkan kepada Tuhan yang maha Esa, karena atas pertolongan dan limpahan rahmatnya sehingga penulis bisa menyelesaikan buku yang berjudul Peran “Bisnis Internasional di Era Digital”. Buku ini di susun secara lengkap dengan tujuan untuk memudahkan para pembaca memahami isi buku ini. Kami menyadari bahwa buku yang ada ditangan pembaca ini masih banyak kekurangan. Maka dari itu kami sangat mengharapkan saran untuk perbaikan buku ini dimasa yang akan datang. Tidak lupa kami mengucapkan terimakasih kepada semua pihak yang telah membantu dalam proses penerbitan buku ini. Semoga buku ini dapat membawa dampak positif bagi para pembaca.

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BAB

1

BISNIS INTERNASIONAL DAN GLOBALISASI

Capaian Pembelajaran.

Setelah mempelajari bab ini, Anda diharapkan mampu:

1. Menjelaskan pengertian bisnis dan bisnis internasional.
2. Menjelaskan faktor-faktor yang mendorong terjadinya bisnis internasional.
3. Menjelaskan manfaat dari bisnis internasional.
4. Menjelaskan ruang lingkup bisnis internasional.
5. Menjelaskan perbedaan antara bisnis domestik dengan bisnis internasional.
6. Menjelaskan pengertian globalisasi.
7. Menjelaskan manfaat-manfaat globalisasi.
8. Menjelaskan kritik terhadap globalisasi.
9. Menjelaskan metode memasuki pasar internasional.
10. Menjelaskan perusahaan multinasional.

A. Pendahuluan

Globalisasi menjadi hal yang mendominasi hampir seluruh sektor bisnis internasional dimana sebagian besar negara menghilangkan hambatan perdagangan dan membuka jalan untuk pertumbuhan dan ekspansi bisnis internasional (Wardhana, et al, 2023; Bailey, 2023; Hill, 2022; Daniels, Radebaugh, et al, 2017). Selama 15 tahun terakhir, ekspor barang dunia tumbuh rata-rata 6% per tahun. Bisnis internasional telah menjadi tulang punggung setiap ekonomi dan negara. Bagi setiap yang ingin berkembang secara ekonomi

Toko ParknShop dan Wellcome telah menarik semua produk Indomie, sementara importir Fok Hing (HK) Trading menyatakan bahwa mi tersebut telah memenuhi standar keamanan makanan di Hong Kong dan WHO. Supermarket Indonesia di Taiwan, East-Southern Cuisine Express, juga menegaskan bahwa Indomie yang mereka jual aman dikonsumsi. Meski demikian, produsen Indomie, PT Indofood CBP Sukses Makmur Tbk, meninjau situasi ini dan berkomitmen melindungi konsumen di Taiwan dan negara lainnya sesuai standar internasional.

Sumber: <https://en.tempo.co/read/1719320/indofood-responds-to-taiwans-allegation-of-carcinogenic-substance-in-indomie>

Pertanyaan Diskusi:

1. Jelaskan masalah apa yang terjadi pada kasus di atas?
2. Aktivitas apa yang harus dilakukan oleh pihak PT Indofood CBP Sukses Makmur Tbk untuk mengatasi masalah di atas ?

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BAB

2

LINGKUNGAN BISNIS INTERNASIONAL

Capaian Pembelajaran.

Setelah mempelajari bab ini, Anda diharapkan mampu:

1. Menjelaskan lingkungan eksternal dan internal dalam bisnis internasional.
2. Menjelaskan lingkungan ekonomi dalam bisnis internasional.
3. Menjelaskan lingkungan teknologi dalam bisnis internasional.
4. Menjelaskan lingkungan politik-hukum dalam bisnis internasional.
5. Menjelaskan lingkungan sosial-budaya dalam bisnis internasional.
6. Menjelaskan lingkungan global dalam bisnis internasional.
7. Menjelaskan lingkungan fisik dalam bisnis internasional.
8. Menjelaskan tanggung jawab sosial perusahaan.
9. Menjelaskan alat analisis lingkungan bisnis internasional.

A. Pendahuluan

Lingkungan bisnis internasional dapat didefinisikan sebagai lingkungan di berbagai negara dengan faktor-faktor yang umumnya ada dalam lingkungan asal perusahaan yang mempengaruhi pengambilan keputusan bisnis melalui penggunaan sumber daya dan kemampuan (Hill, 2022; Haslam, & Shenoy, 2018). Lingkungan bisnis internasional didefinisikan sebagai serangkaian kegiatan yang berkaitan dengan industri dan perdagangan pada tingkat internasional. Lingkungan bisnis internasional berbeda dari lingkungan

Bisnis Cemex di Asia dianggap krusial untuk rencana masa depannya.

Meski terdapat kesamaan antara Meksiko dan Indonesia sebagai negara berkembang, perbedaan budaya seperti agama, selera musik, dan makanan menjadi tantangan bagi manajer Cemex. Adaptasi yang cepat diperlukan, begitu juga dengan pendekatan yang dibutuhkan agar kolaborasi antara orang Meksiko dan Indonesia berjalan lancar.

Sumber: <https://www.cemex.com/en/investors/corporate-governance>

Pertanyaan Diskusi:

1. Apakah yang menjadi permasalahan pada kasus di atas?
2. Berikan rekomendasi dalam menyelesaikan kasus di atas?

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BAB

3

MODEL BISNIS INTERNASIONAL

Capaian Pembelajaran.

Setelah mempelajari bab ini, Anda diharapkan mampu:

1. Menjelaskan era revolusi industri
2. Menjelaskan manfaat adanya era revolusi industri 4.0
3. Menjelaskan model bisnis internasional di era revolusi industri 4.0

A. Pendahuluan

Era Revolusi Industri 4.0 telah membawa perubahan signifikan dalam model bisnis internasional. Transformasi ini didorong oleh integrasi teknologi canggih seperti *Internet of Things* (IoT), *Artificial Intelligence* (AI), dan *otomatization*. Beberapa karakteristik model bisnis internasional di era ini meliputi: interkoneksi digital dimana bisnis internasional semakin terhubung melalui *platform* digital yang memungkinkan kolaborasi lintas batas tanpa hambatan fisik; peningkatan efisiensi operasional dan rantai pasok melalui teknologi yang dapat mengurangi biaya dan meningkatkan produktivitas; pembentukan ekosistem bisnis yang saling terkait dalam bentuk kerja sama dengan mitra global guna menciptakan nilai tambah; pengambilan keputusan berbasis data dengan memanfaatkan *big data* dan *Artificial Intelligence* (AI) untuk memahami pasar dan perilaku konsumen; fleksibilitas dan inovasi dalam menanggapi perubahan pasar dan mengadopsi inovasi secara cepat; *e-commerce* dan pasar digital menjadi tren

dengan menggunakan analisis konten untuk meningkatkan efektivitas dan efisiensi pemasaran *e-commerce*.

Shopee berperan sebagai *mall online* yang menyediakan pengalaman belanja *online* aman dan nyaman. Mesin pencari, direktori, dan fitur lainnya mempermudah penggunaan *platform* ini. Strategi unik, seperti melibatkan artis sebagai duta website, digunakan untuk menarik minat masyarakat. Kedepannya, Shopee perlu meningkatkan layanan konsumen dengan penjualan yang terpercaya, pembayaran yang lebih mudah, respons cepat terhadap permintaan dan keluhan pembeli, serta menampilkan gambar produk yang sesuai dengan kondisi sebenarnya.

Pertanyaan Diskusi:

1. Model bisnis 4.0 apakah yang digunakan oleh Shopee pada kasus di atas?
2. Bagaimana keunggulan bisnis *e-commerce* Shopee pada kasus di atas?

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BAB

4

TEORI PERDAGANGAN INTERNASIONAL

Capaian Pembelajaran.

Setelah mempelajari bab ini, Anda diharapkan mampu:

1. Menjelaskan teori-teori perdagangan internasional
2. Menjelaskan kritik terhadap teori-teori perdagangan internasional
3. Menjelaskan organisasi perdagangan internasional

A. Pendahuluan

Perdagangan internasional adalah pertukaran barang, jasa, dan aset keuangan antara negara-negara yang melakukan kegiatan ekonomi lintas batas. Perdagangan internasional melibatkan berbagai faktor seperti kebijakan perdagangan, tarif, hambatan non-tarif, dan perjanjian perdagangan antar negara. Selain itu, perdagangan internasional juga dipengaruhi oleh faktor-faktor ekonomi, politik, dan sosial di setiap negara yang terlibat (Anderson, 2023; Bailey, 2023; Wardhana, et al, 2023; Singh, 2020; Daniels, Radebaugh, et al, 2017; Bhagwati, & Srinivasan, 2002; Hegre, 2000; Alt, Frieden, Gilligan, Rodrik, & Rogowski, 1996).

B. Teori-Teori Perdagangan Internasional

Perdagangan internasional adalah fenomena kompleks yang telah menjadi subjek studi dan analisis oleh para ekonom, ahli teori manajemen, dan pembuat kebijakan. Para ahli telah mengembangkan berbagai teori untuk menjelaskan pendorong

Pertanyaan Diskusi:

1. Apakah yang menjadi masalah dalam kasus di atas:
2. Bagaimana solusi bagi kedua perusahaan dalam menyelesaikan masalah pada kasus di atas ?

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BAB 5 | INTEGRASI EKONOMI REGIONAL

Capaian Pembelajaran.

Setelah mempelajari bab ini, Anda diharapkan mampu:

1. Menjelaskan pengertian integrasi ekonomi regional
2. Menjelaskan bentuk-bentuk integrasi ekonomi regional meliputi *Custom Unions*, *Common Market*, dan *Economic Union*.
3. Menjelaskan faktor-faktor pendorong integrasi ekonomi regional
4. Menjelaskan peranan integrasi ekonomi regional
5. Menjelaskan organisasi-organisasi integrasi ekonomi regional

A. Pendahuluan

Integrasi ekonomi regional merujuk pada proses negara-negara dalam suatu wilayah geografis tertentu bersatu untuk mengurangi hambatan perdagangan, meningkatkan kerjasama ekonomi, dan mempromosikan pertumbuhan ekonomi. Bentuk-bentuk dari integrasi ekonomi regional adalah pembentukan uni kepabeanaan (*custom unions*), pembentukan pasar bersama (*common markets*), dan pembentukan uni ekonomi (*economic unions*) (Asian Development Bank, 2022; World Bank, 2021; Park & Claveria, 2018; Britannica Money, 2013; Roberts & Deichmann, 2009; Baier et al., 2007; Andriamananjara & Schiff, 2001; Bléjer, 1988).

yaitu menurut jurnal Rifana Erni, pemberlakuan AFTA memiliki dampak negatif bagi produsen yang belum efisien dan masih berlindung di balik proteksi domestik. Di sisi lain, pemberlakuan AFTA ini berdampak positif bagi produsen yang sudah efisien karena terbukanya pasar yang lebih luas.

Sumber:

<https://www.kompasiana.com/tirthanirmala/634197d8e59c985d1c004522/untung-rugi-indonesia-dalam-asean-free-trade-area>

Pertanyaan Diskusi:

1. Apakah yang menjadi masalah dalam kasus di atas?
2. Bagaimana solusi bagi Indonesia dalam menyelesaikan masalah spada kasus di atas?

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BAB

6

INVESTASI INTERNASIONAL

Capaian Pembelajaran.

Setelah mempelajari bab ini, Anda diharapkan mampu:

1. Menjelaskan pengertian investasi internasional
2. Menjelaskan pentingnya investasi internasional
3. Menjelaskan faktor-faktor pendorong investasi internasional
4. Menjelaskan bentuk-bentuk investasi internasional

A. Pendahuluan

Investasi internasional merupakan penyaluran modal atau dana ke negara-negara di luar wilayah sendiri dengan tujuan untuk meraih keuntungan finansial jangka panjang. Investasi internasional melibatkan proses pembelian dan penjualan aset seperti saham, obligasi, properti, atau bisnis di negara-negara lain (Derbali & Jamel, 2020; Fernández et al., 2020; Muharam et al., 2020; Yavas & Malladi, 2020; Bartram & Dufey, 2001; Ebenezer, 2015)

Investasi internasional menjadi semakin penting dalam perekonomian global saat ini dengan memfasilitasi aliran modal lintas batas dan berkontribusi pada pertumbuhan ekonomi. Investasi internasional dapat membantu diversifikasi portofolio investasi, mengurangi risiko, dan menciptakan peluang pertumbuhan yang lebih luas. Pelaku investasi internasional dapat mencari sektor-sektor yang menjanjikan di berbagai negara dengan memanfaatkan perbedaan dalam kondisi pasar dan iklim investasi. Selain itu, investasi internasional juga dapat

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BAB 7

SISTEM MONETER DAN KEUANGAN INTERNASIONAL

Capaian Pembelajaran.

Setelah mempelajari bab ini, Anda diharapkan mampu:

1. Menjelaskan pengertian sistem moneter internasional
2. Menjelaskan sejarah perkembangan sistem moneter internasional
3. Menjelaskan transformasi sistem moneter internasional
4. Menjelaskan nilai tukar mata uang (kurs)
5. Menjelaskan pengertian lembaga keuangan internasional
6. Menjelaskan yang dimaksud dengan pasar valuta asing dan pasar modal
7. Menjelaskan Standar Pelaporan Keuangan Internasional (IFRS)

A. Pendahuluan

Sistem moneter internasional memainkan peran penting dalam memfasilitasi perdagangan dan investasi global dengan menetapkan aturan, konvensi, dan lembaga yang mendukung transaksi keuangan antara negara-negara. Sistem ini juga membantu menstabilkan nilai tukar dan memudahkan konversi mata uang untuk perdagangan dan investasi internasional. Selain itu, sistem ini menyediakan mekanisme untuk mengelola krisis keuangan dan mengkoordinasikan kebijakan moneter di antara berbagai negara. Sistem moneter internasional yang stabil dan efisien sangat penting untuk mempromosikan pertumbuhan ekonomi, memfasilitasi transaksi lintas batas, dan

perencanaan moneter terpusat Eropa. Kontribusi kesejahteraan, perpajakan, integrasi pasar modal, dan nasionalisme adalah masalah besar yang memerlukan kerjasama dan perencanaan besar. Konvergensi ekonomi diperlukan agar Euro menjadi mata uang utama. Masalah-masalah kecil seperti periode penggunaan dual mata uang, komunikasi, dan simbolisme selalu ada, memperkuat kecurigaan dan keraguan lebih lanjut. Masalah operasional seperti biaya konversi, implementasi kebijakan, dan pengendalian moneter yang berkurang juga turut menyumbang pada pesimisme terhadap Euro. Euro dan kebijakan moneter Uni Eropa yang bersifat pelengkap menghilangkan mata uang nasional dan menghapus alat moneter strategis seperti manipulasi nilai tukar dan penciptaan uang. Hal ini menjadikan kebijakan fiskal sebagai kendali moneter utama di tingkat nasional.

Sumber: Diterjemahkan dari Beth Stanek, M. (2001)

Pertanyaan Diskusi:

1. Apakah permasalahan yang dihadapi pada kasus di atas?
2. Kebijakan apa yang harus diambil oleh negara-negara Uni Eropa untuk mengatasi hal tersebut?

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BAB

8

STRATEGI BISNIS INTERNASIONAL

Capaian Pembelajaran.

Setelah mempelajari bab ini, Anda diharapkan mampu:

1. Menjelaskan pengertian strategi bisnis internasional
2. Menjelaskan bentuk-bentuk strategi bisnis internasional
3. Menjelaskan strategi bisnis dalam konteks global
4. Menjelaskan sumber-sumber keunggulan bersaing dalam konteks global

A. Pendahuluan

Pada saat perusahaan melebarkan operasinya secara global, menjadi sangat penting bagi mereka untuk mengembangkan strategi bisnis internasional yang efektif. Salah satu faktor kunci yang harus dipertimbangkan saat mengembangkan strategi bisnis internasional adalah perbedaan budaya dan nuansa yang ada di berbagai negara. Memahami norma budaya, nilai, dan perilaku pasar target sangat penting untuk ekspansi yang sukses. Selain itu, perusahaan perlu menyesuaikan produk dan layanan mereka agar sesuai dengan preferensi dan tuntutan lokal pelanggan internasional. Hal ini mungkin melibatkan melakukan penelitian pasar dan analisis yang mendalam untuk mengidentifikasi peluang dan hambatan potensial di pasar baru. Selanjutnya, pemahaman yang kuat tentang lingkungan hukum dan regulasi di negara target menjadi krusial untuk kepatuhan dan manajemen risiko. Pada

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BAB

9

EKSPOR IMPOR

Capaian Pembelajaran.

Setelah mempelajari bab ini, Anda diharapkan mampu:

1. Menjelaskan pengertian bisnis ekspor impor.
2. Menjelaskan pelaku bisnis ekspor impor.
3. Menjelaskan faktor-faktor pendorong bisnis ekspor impor.
4. Menjelaskan manfaat bisnis ekspor impor.
5. Menjelaskan faktor-faktor yang mempengaruhi bisnis ekspor impor.
6. Menjelaskan regulasi ekspor dan impor.
7. Menjelaskan prosedur ekspor dan impor.
8. Menjelaskan dokumen ekspor dan impor.
9. Menjelaskan transaksi pembayaran ekspor dan impor.
10. Menjelaskan asuransi ekspor dan impor.

A. Pendahuluan

Dalam ekonomi global yang saling terhubung saat ini, konsep ekspor dan impor membentuk dasar perdagangan internasional. Dengan bisnis mencari pasar baru dan konsumen mencari berbagai barang dan jasa, pertukaran produk dan sumber daya antar negara telah menjadi bagian integral dari pertumbuhan dan pembangunan ekonomi. Penting bagi bisnis dan pembuat kebijakan untuk memiliki pemahaman yang kuat tentang dinamika ekspor dan impor guna menavigasi kompleksitas pasar global. Dalam dokumen ini, kita akan mengeksplorasi lebih dalam kompleksitas ekspor dan impor,

Sumber: Mafia minyak goreng: Pemberian izin ekspor-impor di Kemendag kerap 'terjadi di belakang layar' - BBC News Indonesia

Pertanyaan Diskusi:

1. Apakah yang menjadi masalah dalam kasus di atas?
2. Bagaimana solusi bagi Indonesia dalam menghadapi kasus di atas?

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BAB 10

STRATEGI PEMASARAN INTERNASIONAL

Capaian Pembelajaran.

Setelah mempelajari bab ini, Anda diharapkan mampu:

1. Menjelaskan pengertian pemasaran internasional
2. Menjelaskan ruang lingkup pemasaran internasional
3. Menjelaskan jenis-jenis strategi pemasaran internasional
4. Menjelaskan sumber-sumber keunggulan pemasaran internasional

A. Pendahuluan

Pemasaran internasional memainkan peran penting dalam lingkungan bisnis global saat ini yang memungkinkan perusahaan untuk memperluas jangkauan mereka melampaui batas domestik dan masuk ke pasar baru. Salah satu faktor kunci dalam kesuksesan pemasaran internasional adalah pemahaman mendalam terhadap berbagai budaya, perilaku konsumen, dan tren pasar. Dengan melakukan penelitian pasar dan analisis yang teliti, perusahaan dapat menyesuaikan strategi pemasaran mereka ke wilayah tertentu dan berkomunikasi secara efektif dengan *audiens* target mereka. Selain itu, navigasi kompleksitas peraturan perdagangan internasional dan adat istiadat adalah penting untuk masuk dengan lancar ke pasar baru. Berkolaborasi dengan mitra lokal dan memanfaatkan keahlian mereka dapat meningkatkan upaya pemasaran internasional Perusahaan (Shajrawi & Khan, 2020; Ilham et al., 2023; Khojastehpour & Johns, 2014; Porter, 1986).

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BAB 11

STRATEGI SDM INTERNASIONAL

Capaian Pembelajaran.

Setelah mempelajari bab ini, Anda diharapkan mampu:

1. Menjelaskan pengertian manajemen SDM internasional
2. Menjelaskan ruang lingkup manajemen SDM internasional
3. Menjelaskan praktik terbaik manajemen SDM internasional
4. Menjelaskan manajemen SDM pada era revolusi industri 4.0
5. Menjelaskan peluang manajemen SDM pada era revolusi industri 4.0
6. Menjelaskan jenis-jenis strategi SDM internasional

A. Pendahuluan

Manajemen SDM Internasional adalah bidang yang berurusan dengan pengelolaan sumber daya manusia perusahaan multinasional yang beroperasi di berbagai negara. Di dalam bidang yang beragam dan dinamis ini, penting untuk memahami kompleksitas hukum ketenagakerjaan, norma budaya, dan praktik bisnis yang berbeda di berbagai negara. Salah satu tantangan utama dalam Manajemen SDM Internasional adalah memastikan kepatuhan terhadap peraturan ketenagakerjaan lokal sambil juga menjaga budaya perusahaan yang koheren melintasi batas-batas. Hal ini memerlukan pemahaman mendalam terhadap kerangka hukum dan budaya di setiap negara operasi, serta kemampuan untuk menyesuaikan kebijakan dan praktik SDM sesuai dengan lingkungan yang berbeda. Komunikasi efektif dan pemahaman lintas budaya juga

dikelola oleh SDM Coca Cola. Dan penting untuk mengetahui alasan mentransfer orang dari satu wilayah ke wilayah lain di antara perusahaan induk Coca Cola, negara tuan rumah, dan anak perusahaan. Alasan mengirim staf untuk penugasan internasional di Coca Cola adalah untuk mencapai tiga tujuan utama dalam jangka pendek dan panjang: mengisi posisi, mengembangkan manajemen, dan memenuhi perkembangan Coca Cola. (Hartono 2009).

Sumber:

<https://www.ukessays.com/essays/business/clarifies-the-ihrm-theoretical-side-and-how-the-company-uses-it-business-essay.php>

Pertanyaan Diskusi:

1. Apakah permasalahan yang dihadapi pada kasus di atas?
2. Kebijakan apa yang harus diambil oleh Coca Cola untuk mengatasi hal tersebut?

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BAB 12 | STRATEGI KEUANGAN INTERNASIONAL

Capaian Pembelajaran.

Setelah mempelajari bab ini, Anda diharapkan mampu:

1. Menjelaskan pengertian strategi keuangan internasional
2. Menjelaskan ruang lingkup keuangan internasional
3. Menjelaskan bentuk-bentuk strategi keuangan internasional
4. Menjelaskan sumber-sumber keunggulan keuangan internasional

A. Pendahuluan

Dalam ekonomi global saat ini, pemahaman terhadap keuangan internasional lebih penting dari sebelumnya. Pasar keuangan internasional telah semakin terintegrasi dengan peningkatan aliran modal yang melintasi batas negara yang belum pernah terjadi sebelumnya ((Pilbeam, 2023; Krugman, Obstfeld, et al, 2022; Scott, and Anna, 2022; Yi, 2021; Hancock, 2018; Eun, and Bruce, 2017; Grath, 2016).

Salah satu faktor kunci dalam keuangan internasional adalah pentingnya nilai tukar. Nilai tukar menentukan nilai satu mata uang dalam kaitannya dengan mata uang lain dan memainkan peran penting dalam perdagangan internasional dan investasi. Fluktuasi nilai tukar dapat memiliki dampak signifikan pada bisnis, investor, dan pemerintah, sehingga penting untuk memahami dinamika pergerakan nilai tukar dan implikasinya (Phalahari, 2023; Bussière et al., 2014; Bacchetta & Wincoop, 2000; McKenzie, 1999; Weiss & Zampieron, 1995).

Sumber: <https://feb.umsu.ac.id/upaya-pemerintah-dalam-mengatasi-krisis-ekonomi-di-indonesia/p:/lib.ui.ac.id/file?file=pdf/abstrak-92601.pdf>

Pertanyaan Diskusi:

1. Apakah permasalahan yang dihadapi pada kasus di atas?
2. Kebijakan apa yang harus diambil oleh Pemerintah Indonesia untuk mengatasi hal tersebut?

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BAB 13

STRATEGI OPERASI INTERNASIONAL

Capaian Pembelajaran.

Setelah mempelajari bab ini, Anda diharapkan mampu:

1. Menjelaskan pengertian strategi operasi internasional.
2. Menjelaskan ruang lingkup operasi internasional.
3. Menjelaskan bentuk-bentuk strategi operasi internasional.
4. Menjelaskan sumber-sumber keunggulan strategi operasi internasional.

A. Pendahuluan

Strategi operasi internasional merupakan serangkaian rencana dan keputusan yang diambil oleh sebuah perusahaan untuk secara efektif memperluas kegiatan bisnisnya lintas batas, dengan tujuan mencapai keunggulan kompetitif dan memaksimalkan kehadirannya secara global. Ketika mengembangkan strategi operasi internasional, sangat penting untuk mempertimbangkan faktor-faktor seperti perbedaan budaya, persyaratan hukum dan regulasi, kondisi pasar, dan tantangan logistik. Dengan memahami aspek unik setiap pasar asing, perusahaan dapat menyesuaikan pendekatan operasional mereka sesuai dengan norma dan preferensi lokal yang dapat melibatkan pembentukan mitra lokal, penyesuaian penawaran produk, atau penyesuaian strategi pemasaran. Selain itu, strategi operasi internasional yang efektif juga harus memperhitungkan manajemen rantai pasokan, penilaian risiko, dan skalabilitas untuk memastikan ekspansi yang berkelanjutan dan

Unilever dengan para petani lokal yang menjadi pemasok dari bahan baku untuk produk PT. Unilever Indonesia Tbk.

PT. Unilever Indonesia Tbk mampu membuat ketidakpastian pemasok dan ketidakpastian permintaan tersebut rendah dan produk yang dijual merupakan produk yang fungsional. Ada beberapa elemen penting yang ada di dalam *supply chain management*, yaitu *inventory control*, *distribution strategies*, *supply chain integration and strategic partnering*, *outsourcing strategies*, and *smart pricing*. Sebagai perusahaan internasional yang besar, PT. Unilever Indonesia Tbk juga telah memperhatikan penerapan manajemen kualitas yang efisien. PT. Unilever Indonesia menerapkan manajemen kualitas di beberapa program. Langkah-langkah ini mencakup konstruksi budaya organisasi, manajemen sumber daya manusia termasuk manajemen tenaga kerja dan manajemen hubungan pelanggan, manajemen hubungan industrial penekanan pada metodologi pembangunan tim.

Sumber: Faiq et al. (2021). Analisis Manajemen Operasional Perusahaan Multinasional (Studi Kasus Pada PT. Unilever Indonesia Tbk). *Jurnal Manajemen*, 11(2), 135-143

Pertanyaan Diskusi:

1. Apakah permasalahan yang dihadapi pada kasus di atas?
2. Kebijakan apa yang harus diambil oleh PT. Unilever Indonesia Tbk untuk mengatasi hal tersebut?

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BAB 14

STRATEGI KEPEMIMPINAN INTERNASIONAL

Capaian Pembelajaran.

Setelah mempelajari bab ini, Anda diharapkan mampu:

1. Menjelaskan pengertian strategi kepemimpinan internasional
2. Menjelaskan pengembangan kepemimpinan internasional
3. Menjelaskan *The Big Five Personality Traits* dalam kepemimpinan internasional
4. Menjelaskan tipe strategi kepemimpinan internasional

A. Pendahuluan

Kepemimpinan internasional adalah aspek penting dalam lanskap global yang terhubung dan berkembang pesat saat ini. Seiring dunia semakin terkoneksi, kebutuhan akan kepemimpinan internasional yang efektif menjadi lebih kritis dari sebelumnya. Pemimpin harus mampu menavigasi kompleksitas politik, ekonomi, dan budaya global untuk mendorong kerjasama dan kemajuan secara global. Dalam dokumen ini, kita akan menjelajahi prinsip dan strategi kunci untuk kepemimpinan internasional yang sukses, termasuk pentingnya komunikasi lintas budaya, pengambilan keputusan strategis, dan membangun kemitraan internasional yang kuat. Melalui pemahaman mendalam terhadap prinsip-prinsip ini, pemimpin dapat secara efektif menavigasi tantangan dan peluang dalam lanskap global yang dinamis ini. (Bishop, 2013; Sheppard et al., 2013; Mendenhall et al., 2012; Cho et al., 2010;

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