

**COURSE DATA****DATA SUBJECT**

**Code:** 42050  
**Name:** Management of international companies  
**Cycle:** Master's Degree  
**ECTS Credits:** 5  
**Academic year:** 2025-26

**STUDY (S)**

Degree	Center	Acad. year	Period
2114 - Master's Degree in Marketing and Market Research	Facultat d'Economia	1	First quarter

**SUBJECT-MATTER**

Degree	Subject-matter	Character
2114 - Master's Degree in Marketing and Market Research	Specialty in international marketing	ELECTIVES

**COORDINATION**

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TUBILLEJAS ANDRES BERTA

**SUMMARY**

The business internationalization constitutes both a threat but also an opportunity for companies and implies taking into account new environmental factors, which implies a greater degree of uncertainty and complexity in the way firms operate. This course focuses on the aspects that, from the point of view of general management, international firms should address.

Consequently, the course is designed to provide the theoretical knowledge and strategic tools necessary to identify and analyze international aspects of the business strategy, the selection of modes of entry into foreign markets, the management of international learning in the organization and the design of organizational structures to implement international strategies.

**PREVIOUS KNOWLEDGE**



## RELATIONSHIP TO OTHER SUBJECTS OF THE SAME DEGREE

There are no specified enrollment restrictions with other subjects of the curriculum.

## OTHER REQUIREMENTS

No enrolment restrictions have been specified with other subjects of the curriculum.

In relation to other subjects of the same degree, no enrolment restrictions have been specified with other subjects of the curriculum. The previous knowledge is that of access to the Master.

In spite of this, basic knowledge on strategic management is advisable.

## COMPETENCES / LEARNING OUTCOMES

### 2114 - Master's Degree in Marketing and Market Research

Be able to integrate new technologies in their professional and/or research work.

Conocer las herramientas del marketing mix y ser capaz de utilizarlas de forma adecuada a cada contexto.

Critically analyse one's own work and that of colleagues.

Diseñar estrategias de marketing.

Diseñar mecanismos de control sobre las decisiones de marketing e investigación comercial e implementar posibles medidas correctoras.

Have a proactive attitude towards possible changes that may occur in their professional and/or investigative work.

Know how to write and prepare presentations to present and defend them later.

Poseer las habilidades de aprendizaje que les permitan continuar estudiando de un modo que habrá de ser en gran medida autodirigido o autónomo.

Saber aplicar los conocimientos adquiridos y ser capaces de resolver problemas en entornos nuevos o poco conocidos dentro de contextos más amplios (o multidisciplinares) relacionados con su área de estudio.

Saber comunicar sus conclusiones y los conocimientos y razones últimas que las sustentan a públicos especializados y no especializados de un modo claro y sin ambigüedades.

Saber presentar en público los objetivos del plan de marketing y responder a las críticas de otros, mediante



juicios argumentados y defenderse con rigor y tolerancia.

Saber realizar las labores propias de su profesión, tanto en empresas privadas como en organismos públicos.

Saber trabajar en equipo con eficacia y eficiencia.

Ser capaces de buscar, ordenar, analizar y sintetizar la información, seleccionando aquella que resulta pertinente para la toma de decisiones.

Ser capaces de establecer los procesos de recogida de información y el tipo de datos necesarios para llevar a cabo la planificación en marketing.

Ser capaces de integrar conocimientos y enfrentarse a la complejidad de formular juicios a partir de una información que, siendo incompleta o limitada, incluya reflexiones sobre las responsabilidades sociales y éticas vinculadas a la aplicación de sus conocimientos y juicios.

Ser capaces de seleccionar y desarrollar en su defecto herramientas de análisis del mercado.

Ser capaces de tomar decisiones, desarrollar acciones y resolver problemas en marketing.

Ser capaces de tomar decisiones tanto individuales como colectivas en su labor profesional y/o investigadora.

Students should possess and understand foundational knowledge that enables original thinking and research in the field.

## DESCRIPTION OF CONTENTS

### 1. GLOBALIZATION AND INTERNATIONAL BUSINESS MANAGEMENT

1.1 Globalization and the international business environment.

1.2 The internationalization of the company. Strategic reasons for internationalization.

1.3 Market risks associated with the internationalization of the company.

1.4 Main risks and challenges associated with internationalization.

1.5 CAGE analysis and analysis of the competitive environment in the international context.

1.6 Main challenges associated with internationalization.



## 2. THE PROCESS OF INTERNATIONALIZATION OF COMPANIES

- 2.1 Internationalization as a growth strategy (gradual vs. strategic approach).
- 2.2 New international companies.
- 2.3 Factors determining the rapid internationalization of new companies.
- 2.4 Competitive factors of new international firms.

## 3. METHODS OF ENTRY INTO INTERNATIONAL MARKETS

- 3.1 Exporting as a method of entry.
- 3.2 Direct investment abroad.
- 3.3 Cooperation as a method of entry. Other contractual formulas.
- 3.4 Decision models for the choice of entry method.

## 4. STRATEGIC OPTIONS IN THE MULTINATIONAL COMPANY

- 4.1 Pressures towards globalization and business fragmentation.
- 4.2 Strategic approaches to international competition
  - 4.3 The strategy of the foreign subsidiary

## 5. THE ORGANIZATION OF THE INTERNATIONAL FIRM

- 5.1 Organizational designs in the international firm
- 5.2 Search for structural adjustment related to the growth strategy
- 5.3 Coordination and control mechanisms in the international company



## 5.4 The management of human resources in the international firm

**WORKLOAD****PRESENCIAL ACTIVITIES**

Activity	Hours
Theory	35,00
Seminar	3,00
<b>Total hours</b>	<b>38,00</b>

**NON PRESENCIAL ACTIVITIES**

Activity	Hours
Attendance at other activities	5,00
Individual or group project	0,00
Independent study and work	15,00
Preparation of lessons	45,00
Preparation for assessment activities	3,00
Resolution of case studies	0,00
<b>Total hours</b>	<b>68,00</b>

**TEACHING METHODOLOGY**

The course has a theoretical-practical nature. The methodology used to develop the theoretical contents will be the master lesson, although at all times the participation of the student will be facilitated and encouraged. At the beginning of each session, a recapitulation of the most relevant aspects discussed in the previous class will be carried out. The students will have at their disposal the transparencies of the subject so that they can follow the contents that are taught more fluently. At the end of the presentation of each topic, an integrative synthesis of the above will be made.

All the practical activities programmed in the subject can be worked both inside and outside the classroom. The search for additional material will be encouraged, as well as the correct presentation and formal presentation of its content. They will also work on some written documents such as reports and articles whose objective is, in addition to studying and deepening their content, to be a stimulus to debate certain topics in the classroom. The work with this type of resource will be basically individual, although the debate will take place in groups. For the development of part of the practical sessions, the invitation of professionals will be used to present their particular cases to the students with the intention of encouraging debate and reflection. In addition, other teaching resources will be used: articles, cases, reports, activities outside the classroom, etc.

Likewise, work teams made up of students of the subject will be formed and an internationalization project of a company, or of a product or service of the same, will be developed. The work teams will be formed the first days of class and will be maintained throughout the semester. The objective of this activity is to



develop and propose an internationalization plan for a real company that does not have an international presence or has not internationalized the product or service that is the object of the project. In the internationalization project, different issues related to the learning objectives of the subjects International Business Management, International Marketing, Branding in international markets and Customer Loyalty will be examined.

## EVALUATION

Exam (40%) and teamwork (60%). In order to pass the course, it is necessary to pass the continuous assessment and practical work. This evaluation system will be maintained for the second ordinary session, so the note of the approved part will be saved.

If necessary, the weight of academic assignments may be increased, to adjust to possible teaching situations until reaching 100% of the grade.

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## REFERENCES

### Basic bibliography

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- Hill, C.W. L. (2015): Negocios internacionales: Competencia en un Mercado Global. McGraw Hill Interamericana Editores, México.
- Peng, M. W. (2015). Estrategia Global. Cengage Learning, 3ª edición. Grant, R. M. (2006): Dirección estratégica . Thomson, Civitas
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- Bonache, J. y Cabrera, A. (2002): Dirección estratégica de personas: Evidencias y perspectivas para el siglo XXI. Financial Times- Prentice Hall, Madrid.
- Cuervo-Cazurra, A. (2004): Desafíos de la internacionalización. Universia Business Review, cuarto trimestre: 18-29.
- Guisado, M. (2002): Internacionalización de la empresa. Estrategias de entrada en los mercados extranjeros. Pirámide, Madrid.



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- Oviatt, B.M. y McDougall, P.P. (2005):Defining International Entrepreneurship and Modeling the Speed of Internationalization. Entrepreneurship Theory & Practice. 29, 5.: 537-553.
- Rialp-Criado, A.; Rialp-Criado, J. y Knight, G. A. (2005):The Phenomenon of Early Internationalizing Firms: What do We Know After a Decade (1993-2003) of Scientific Inquiry? International Business Review 14, 2: 147-166.