

**COURSE DATA****DATA SUBJECT****Code:** 43727**Name:** Management of international companies**Cycle:** Master's Degree**ECTS Credits:** 4**Academic year:** 2025-26**STUDY (S)**

Degree	Center	Acad. year	Period
2166 - Master's Degree in Economic Globalisation: International Trade Management	Facultat d'Economia	1	First quarter

**SUBJECT-MATTER**

Degree	Subject-matter	Character
2166 - Master's Degree in Economic Globalisation: International Trade Management	Business management	COMPULSORY

**COORDINATION**

PLA BARBER JOSE

**SUMMARY**

This course examines the phenomenon of international business and its management, providing students with key conceptual tools to understand and operate effectively in the global environment. Through the development of a strategic vision, students will learn to align the demands of the dynamic global context with the strategic and innovative responses of firms. Business innovation, as a driver of competitive advantage, will be a cross-cutting theme, demonstrating its relevance both in adapting to change and in international expansion.

Strategic Management serves as the foundation upon which the specific aspects of international management are built, highlighting the role of innovation in addressing global challenges. By the end of the course, students will be able to design a robust internationalization plan tailored to the contemporary needs of a company, incorporating both traditional and innovative 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**



## COMPETENCES / LEARNING OUTCOMES

### 2166 - Master's Degree in Economic Globalisation: International Trade Management

Aprehender conocimientos esenciales en ámbitos específicos (derecho, logística, tributación) necesarios para una comprensión global del proceso de internacionalización económica.

Articular de forma sólida argumentos críticos con las posiciones defendidas por los compañeros de actividad o los posibles socios en los negocios, a la par que desarrollar la autocrítica respecto a los propios posicionamientos.

Asumir responsabilidades técnicas y directivas en el organigrama de una empresa con proyección internacional, así como en la estructura de organismos públicos cuyo objeto es apoyar la internacionalización de las empresas.

Desarrollar la capacidad de trabajar en equipo, respondiendo a situaciones problemáticas de manera colectiva.

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Desarrollar las capacidades de análisis y síntesis precisas para abordar problemas complejos.

Desarrollar un conocimiento suficiente y un empleo efectivo de las fuentes estadísticas y documentales necesarias para sustentar las propuestas efectuadas.

Detectar oportunidades y riesgos en los mercados internacionales, en particular en las economías emergentes.

Diseñar programas de adaptación de las prácticas de negocio a países distintos del propio.

Entender y adaptarse a los distintos entornos culturales que caracterizan cada mercado internacional y a los agentes que operan en los mismos.

Estimular la capacidad de adaptación a y la preparación para el desarrollo de la actividad profesional en medios culturales distintos al país de origen.

Obtener una visión amplia de las relaciones comerciales internacionales, enfocando la problemática de la empresa o institución desde una perspectiva global.

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 el comercio internacional y la integración económica

Seleccionar y gestionar las vías de acceso a los mercados exteriores, y establecer los mecanismos de control pertinentes sobre la estrategia de internacionalización elegida.

Students should apply acquired knowledge to solve problems in unfamiliar contexts within their field of study, including multidisciplinary scenarios.



Students should be able to integrate knowledge and address the complexity of making informed judgments based on incomplete or limited information, including reflections on the social and ethical responsibilities associated with the application of their knowledge and judgments.

Students should communicate conclusions and underlying knowledge clearly and unambiguously to both specialized and non-specialized audiences.

Students should demonstrate self-directed learning skills for continued academic growth.

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

## DESCRIPTION OF CONTENTS

### TOPIC 1: GLOBALIZATION, DEGLOBALIZATION AND INTERNATIONAL COMPETITIVENESS

- I. Globalization, deglobalization and international competitiveness
  - ¿ What are the current trends in the global environment?
  - ¿ What is a global company, a global sector, a global country, a global strategy?
  - ¿ Deglobalization and the resilience of value chains
  - ¿ Multinational companies from emerging markets
  - ¿ The power of multilatinas
  - ¿ The ethical challenges of globalization (Global Compact, corruption, ethics assessment)

### TOPIC 2: FIRST STEPS IN INTERNATIONALIZATION

- III. Market selection
  - ¿ Market selection models
  - ¿ Generic and specific variables
- IV. Entry modes and the internationalization process
  - ¿ Direct and indirect exporting: advantages and disadvantages
  - ¿ Licensing: advantages and disadvantages
  - ¿ Alliances and joint ventures: advantages and disadvantages
  - ¿ Subsidiaries and acquisitions: advantages and disadvantages
  - ¿ How to select the appropriate entry mode? Factors influencing the decision
  - ¿ The internationalization process: sequential or accelerated?

### TOPIC 3: CONSOLIDATION OF THE INTERNATIONAL COMPANY

- V. International organizational structures
  - ¿ How to organize the international company?
  
  - ¿ International structures: from functional to matrix organization
  - ¿ Structure-strategy fit
  - ¿ How to coordinate and control the activities of subsidiaries?
- VI. Approaches to international competition
  - ¿ Global strategy
  - ¿ Multidomestic strategy



- ¿ Glo-cal strategy
- ¿ Fit between strategy ¿ entry modes ¿ mechanisms

## TOPIC 4: PEOPLE IN THE INTERNATIONAL COMPANY. CULTURAL DIFFERENCES

VII. Cultural differences between countries

- ¿ Hofstede¿s model
- ¿ Gesteland¿s model
- ¿ The influence of culture on international negotiations

## TOPIC 5: PEOPLE IN THE INTERNATIONAL COMPANY. EXPATRIATES

VIII. Expatriate management

- ¿ The concept of expatriates
- ¿ The expatriation process
- ¿ Positive and negative attitudes of expatriates
- ¿ Expatriation in China

### WORKLOAD

#### PRESENCIAL ACTIVITIES

Activity	Hours
Tutorials	3,00
Theory	27,00
Seminar	2,00
Other activities	2,00
Group work	6,00
<b>Total hours</b>	<b>40,00</b>

#### NON PRESENCIAL ACTIVITIES

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

### TEACHING METHODOLOGY

The course combines lectures with the analysis, discussion, and resolution of practical cases. Students are expected to actively participate in the development of the sessions by critically reading the provided materials and rigorously preparing case solutions.

The course methodology follows a sequence of topic and case analysis that integrates both the specific



knowledge delivered in the course and many of the concepts learned throughout their graduate education, covering areas such as strategy, marketing, organizational behavior, microeconomics, operations, and control.

## EVALUATION

The evaluation consists of two parts: a written exam and continuous assessment.

¿ The exam will account for 60% of the final grade and will consist of solving a practical case and answering 20 multiple-choice questions.

¿ Continuous assessment will account for 40% of the final grade. This percentage is distributed as follows: 10% (attendance and participation), 10% (case studies), and 20% (final project).

## REFERENCES

Basic

¿ Pla, J. & León, F. (2016). Dirección Internacional de la Empresa, Madrid: McGraw-Hill.

Supplementary

¿ Supplementary bibliography will be provided by the professor for each chapter.