

**COURSE DATA****Data Subject**

Code	42050
Name	Management of international companies
Cycle	Master's degree
ECTS Credits	5.0
Academic year	2021 - 2022

Study (s)

Degree	Center	Acad. year	Period
2114 - M.D. in Marketing and Market Research	Faculty of Economics	1	First term

Subject-matter

Degree	Subject-matter	Character
2114 - M.D. in Marketing and Market Research	4 - Specialty in international marketing	Optional

Coordination

Name	Department
CUENCA BALLESTER, ANTONIO CARLOS	43 - Marketing and Market Research

SUMMARY

Management of international companies. Its purpose is to provide the theoretical knowledge and tools; necessary to identify and analyse international aspects of the business strategy. Aspects such as the impact of globalization on the geographical boundaries of industries, and the intensity of competition, the exploitation of national differences in the allocation of national resources, the selection of modes of entry into foreign markets, the management of learning in the organization and the design of organizational structures and management systems 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

OUTCOMES

2114 - M.D. in Marketing and Market Research

- 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.
- Poseer las habilidades de aprendizaje que les permitan continuar estudiando de un modo que habrá de ser en gran medida autodirigido o autónomo.
- 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.
- 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.
- Students should possess and understand foundational knowledge that enables original thinking and research in the field.
- Ser capaces de buscar, ordenar, analizar y sintetizar la información, seleccionando aquella que resulta pertinente para la toma de decisiones.
- Saber trabajar en equipo con eficacia y eficiencia.
- Ser capaces de tomar decisiones tanto individuales como colectivas en su labor profesional y/o investigadora.
- Have a proactive attitude towards possible changes that may occur in their professional and/or investigative work.
- Be able to integrate new technologies in their professional and/or research work.
- Know how to write and prepare presentations to present and defend them later.
- Ser capaces de analizar de forma crítica tanto su trabajo como el de su compañeros.
- Conocer las herramientas del marketing mix y ser capaz de utilizarlas de forma adecuada a cada contexto.



- Ser capaces de establecer los procesos de recogida de información y el tipo de datos necesarios para llevar a cabo la planificación en marketing.
- 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.
- Ser capaces de seleccionar y desarrollar en su defecto herramientas de análisis del mercado.
- Diseñar estrategias de marketing.
- Ser capaces de tomar decisiones, desarrollar acciones y resolver problemas en marketing.
- Diseñar mecanismos de control sobre las decisiones de marketing e investigación comercial e implementar posibles medidas correctoras.
- Saber realizar las labores propias de su profesión, tanto en empresas privadas como en organismos públicos.

LEARNING OUTCOMES

1. Select and correctly use different sources of information in both traditional and electronic formats.
2. Handle and correctly interpret quantitative and qualitative data to convert them into useful information for decision-making.
3. Prepare documents and reports presented in a written text in a comprehensible organized, documented and illustrated way.
4. Articulate an oral discourse, structured, coherent, with good diction and use of technical vocabulary.
5. Argue and counter-argue.
6. Analyse the market situation of a company in an international context.
7. Set objectives and design marketing strategies to achieve these in an international context.
8. Make decisions in a complex competitive environment.
9. Select and appropriately use market research tools in decision-making.
10. Design marketing actions in an international context.
11. Use the technical vocabulary of the subject

DESCRIPTION OF CONTENTS

1. TOPIC 1. THE GLOBALIZATION AND DIRECTION OF INTERNATIONAL COMPANIES

- 1.1. The phenomenon of globalization. Globalization at the level of country, sector and company
- 1.2. Globalization and the direction of international companies
- 1.3. The competitive advantage in an international context

2. TOPIC 2: ANALYSIS OF THE ENVIRONMENT IN AN INTERNATIONAL CONTEXT

- 2.1. Internationalization of the company and analysis of the environment
- 2.2. Analysis of the general environment in international business: institutions, culture and ethics
 - 2.2.1. The general environment from an institutional perspective
 - 2.2.2. The political, legal and economic environment
 - 2.2.3. The cultural environment



- 2.2.4. Ethics in international business
- 2.3. The analysis of the industry in an international context
 - 2.3.1. Consequences of globalization on the attractiveness of the industrial sector
 - 2.3.2. Drivers of the globalization of industries

3. TOPIC 3. THE INTERNATIONALIZATION OF THE COMPANY

- 3.1. The internationalization of the company.
- 3.2. Risks associated with internationalization.
- 3.3. Main challenges associated with internationalization.

4. TOPIC 4. METHODS OF ENTRY IN INTERNATIONAL MARKETS

- 4.1. Export as an input method
- 4.2. Direct investment abroad.
- 4.3. Cooperation as an entry method.
- 4.4. Internal and external factors of the company that influence the choice of different modes of entry

5. TOPIC 5. DIFFERENT PROCESSES OF INTERNATIONALIZATION OF THE COMPANY

- 5.1. Sequentialist or gradualist process.
- 5.2. New international companies.
 - 5.2.1. Determinants of the rapid internationalization of new companies
 - 5.2.2. Explanatory factors of the competitive advantages of the new international companies

6. TOPIC.6. STRATEGIC OPTIONS IN THE MULTINATIONAL COMPANY

- 6.1. Pressures towards globalization and the fragmentation of business
- 6.2. Strategic approaches to international competition
- 6.3. The strategy of the external subsidiary

7. TOPIC 7. THE ORGANIZATION OF THE INTERNATIONAL COMPANY

- 7.1. Organizational designs in the international company
- 7.2. Mechanisms of coordination and control in the international company
- 7.3. The human resources management in the international company

**WORKLOAD**

ACTIVITY	Hours	% To be attended
Theoretical and practical classes	35,00	100
Theory classes	0,00	100
Attendance at events and external activities	2,50	0
Study and independent work	4,50	0
Preparation of evaluation activities	23,00	0
Preparing lectures	30,00	0
Preparation of practical classes and problem	30,00	0
TOTAL	125,00	

TEACHING METHODOLOGY

Theoretical classes participatory master class
Discussion of articles (readings)
Resolution of practical cases
Problems
Project development
Discussion or directed discussion
Expert conferences
Workgroup

The proposed methodology can be developed both in person and remotely if the circumstances require it.

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.

REFERENCES



Basic

- Peng, M. W. (2010). Estrategia Global. Cengage Learning, 2ª edición.
- Eurofound (2012). Born global: The potential of job creation in new international businesses. www.eurofound.europa.eu
- Hill, C.W. L. (2008): Negocios internacionales: Competencia en un Mercado Global. McGraw Hill Interamericana Editores, México.
- Hisrich (2010). International Entrepreneurship. Starting, Developing and Managing a Global New Venture, Ed. Sage.

Additional

- Barlett, C.A. y Ghoshal, S. (1989): La empresa sin fronteras. La solución transnacional. McGrawHill, Madrid.
- Cullen, J. B. and Parboteeah, K. P. (2008). Multinational Management: A Strategic Approach. Thomson South-Western, Mason.
- Guisado, M. (2002): Internacionalización de la empresa. Estrategias de entrada en los mercados extranjeros. Pirámide, Madrid.
- Knight, G. A. and Cavusgil, T. (2004): Innovation, organizational capabilities, and the bornglobal firm, Journal of International Business Studies, 35: 124-141.
- McDougall, P. P.; Shane, S. and Oviatt, B. M. (1994): Explaining the Formation of International New Ventures: The Limits of Theories from International Business Research, Journal of Business Venturing, 9: 469-487.
- Oviatt, B. M. and McDougall, P. (1994): Toward a Theory of International New Ventures, Journal of International Business Studies, 25 (1): 45-64.
- Oviatt, B. M. and McDougall, P. (1994): Challenges for Internationalization Process Theory: The Case of International New Ventures, Management International Review, 2: 85-99.
- Yip, G. and Hult, G.T. (2012). Total Global Strategy, Pearson Education, New Jersey, Third edition.

ADDENDUM COVID-19

This addendum will only be activated if the health situation requires so and with the prior agreement of the Governing Council

The teaching of the 2020-2021 academic year to which this Teaching Guide refers is scheduled in face-to-face mode.

If at any time, during the course, for justified and supervening reasons it could not be carried out as planned, the responsible teaching staff will communicate more specific and detailed information about the changes that should be made through the Virtual Classroom of the subject.



Given the possibility of quarantine of some students or confinement of the population, the possibility of teaching distance learning by synchronous methods is contemplated, allowing the full development of the program. The appropriate measures will be taken if necessary, to facilitate access to the training sessions of any student who has to observe quarantine unexpectedly throughout the course.

