



Universidad  
de Alcalá

# GUÍA DOCENTE

## GESTIÓN INTERNACIONAL DE LA EMPRESA

**Grado en Economía y Negocios  
Internacionales  
Universidad de Alcalá**

**Academic Course 2020/2021**  
**Third Course – Second semester**

## Teaching guide

Course name:	<b>Gestión Internacional de la Empresa</b>
Code:	<b>361010</b>
Degree in which is taught:	<b>Grado en Economía y Negocios Internacionales</b>
Department & Knowledge area:	<b>Departamento de Economía y Dirección de Empresas &amp; Área de Conocimiento de Organización de Empresas</b>
Type:	<b>Obligatoria (mandatory)</b>
ECTS credits:	<b>6</b>
Course and semester:	<b>Third course – second semester</b>
Professor:	Félix Cuesta Ph.D. ( <a href="mailto:felix.cuesta@uah.es">felix.cuesta@uah.es</a> )
Mentoring hours:	<b>To arrange with the professor by e-mail or during the classes</b>
Language	English

### 1. PRESENTATION

The subject of Enterprise International Management is a mandatory course to be taught in the third year of the degree, in the context of the second semester.

The course aims to introduce students to the context of the multinational enterprise, as an alternative business model in such a way that students can understand the adaptation of the different concepts of the company to the particular case.

As prerequisites for this course, students should know all the business concepts that are developed in the following subjects:

- Introducción a la Economía
- Economía mundial
- Introducción a la Economía de la Empresa
- Gestión Internacional de Recursos Humanos
- Comercio Internacional y Globalización I

From these basics, it will build the learning of the subject in which the aim is that the student understands the multinational as a conclusion of a process of transformation of the domestic company.

Once this process of global business transformation has been understood, it will deepen the involvement of all the variables that make up the business structure, having the American model as a reference.

Then a selection of multinational models of different world regions will be studied

- American model summary

- Japanese model (Keiretsus)
- Korean model (Chaebols)
- European model summary
- The case of Spain
- The case of China

At this point, the student must already have acquired the conceptual basis that allows a step further in learning and so moving the multinational model to the current context, where from a transition model as Transnational Company, it will be reached the Global Enterprise and final the Virtual Corporation responding to the competitive pressures of the global environment in which today's businesses need to make their business.

The study of this course has as final objective that the student could start his professional career in the company, in this case in the current multinational, with a level of knowledge that will facilitate his integration, understanding the implications of the model.

This guide is a tool that will allow to the students to understand how the classes will be developed, what he has to do to pass the subject, how the works will be evaluated and where to find the materials. In short, it is a first approach to everything that happens inside and outside the classroom.

**"If the health authorities consider it necessary to suspend face-to-face teaching activity or the circumstances of the subject require it, teaching, or part of it, would continue with the online methodology until the suspension was finished, at which point it would become to the face-to-face modality "**

## 2. COMPETENCES

Generic competences:

1. Develop the capacity of reading comprehension, analysis and synthesis
2. Develop skills for finding information, documentation selection in databases and academic search engines
3. Promote and enhance the capacity for individual work and teamwork
4. Stimulate and improve oral communication, making effective presentations
5. Encourage written communication, making reports
6. Improve analytical and critical capacities

Specific competences:

1. Understand and explain the different basic concepts of the enterprise internationalization process
2. Understand the peculiarities of the multinational
3. Understand the different traditional models of the multinational enterprise, depending of the macroeconomic environment and the region of origin
4. Understand the current situation and the paradigm changes that have been occurred
5. Understand the new models of the multinational enterprise, supported by the I.T.

## 3. CONTENTS

### 1st. Part: Introduction and basic concepts.

#### Theme 1: The traditional generic internationalization process

- Concept, models and activities of the internationalization process
- Objective of the internalization: reasons & advantages; risks y difficulties
- Stages of internationalization
- Internationalized company models
- Internationalization sequence by geographical blocks
- Generic classification of countries with the phenomenon of internationalization

### 2nd Part: Analysis of the multinational companies structure variables

#### Theme 2: International Strategy

- Strategic Alternatives for the internationalization of the company
- Conceptual framework for the development of internationalization strategies
- Sequence of strategic planning in the process of internationalization
- Specification of international development strategies
- Factors of international competitiveness and national brand
- Identification and opening new countries and subsidiaries models

#### Theme 3: Organization of multinational companies

- Organizational structures of multinational companies
- Organizational structures according to geographical criteria
- Relationship between multinational model and organizational structure

#### Theme 4: HH RR in the multinational companies

- HHRR classification: The case of Expat
- Objectives and policies in HR management. Career development
- Implementation of management systems
- The formal organization of labor. Account Management models
- Remuneration policies. Expat Considerations

#### Theme 5: The Information Systems in the multinational companies

- Information flows between Head Quarters and subsidiaries
- Reporting systems
- Decision-making
- The budgeting system in the multinational corporation

### 3rd Part: Multinational models according to the geographical origin and the culture

#### Theme 6: American model summary

- Background and development
- Analysis of the different variables

#### Theme 7: Japanese model: Keiretsus

- Background and development
- Analysis of the different variables

- Keiretsus and Kaizen

**Theme 8: El modelo coreano. Los Chaebols**

- Background and development
- Analysis of the different variables
- Chaebols

**Theme 9: Reflections about Europe. The Spanish case**

- Background and development
- Considerations about the different variables
- The North American subsidiary in the European multinationals
- Spanish history of country and population characteristics
- Traditional positioning of Spain to the multinational phenomenon
- The XXI century and Spanish multinationals

**Theme 10: Reflections about China**

- International approach of the Chinese companies

**4th Part: Transition and the multinational current situation****Theme 11: Century XXI environment**

- Changing paradigms in configuring the market. The market globalization
- The type of customer and the "low cost" society
- Global companies in global market
- The transformation process of the multinational companies
- From traditional business to the global enterprise and then to the virtual enterprise

**Theme 12: The global Enterprise as new multinational company model**

- The global/virtual company, network of companies (disintegration of the value chain)
- Analysis of the different variables
- Analysis of the multinational realities
- Instrumental Processes
- The current internationalization process

Blocks of content (specify the themes if necessary)	Total of classes, credits or hours
<b>1st Part: Introduction and basic concepts.</b>	<ul style="list-style-type: none"> <li>• Presentation: 1,5 hours</li> <li>• Theme 1: 3,0 hours</li> </ul>
<b>2nd Part: Analysis of the multinational companies structure variables</b>	<ul style="list-style-type: none"> <li>• Theme 2: 4,5 hours</li> <li>• Theme 3: 4,5 hours</li> <li>• Theme 4: 4,5 hours</li> <li>• Theme 5: 3,0 hours</li> </ul>
<b>3rd Part: Multinational models according to the geographical origin and the culture</b>	<ul style="list-style-type: none"> <li>• Theme 6: 1,5 hours</li> <li>• Theme 7: 4,5 hours</li> <li>• Theme 8: 4,5 hours</li> <li>• Theme 9: 4,5 hours</li> <li>• Theme 10: 1,0 hours</li> </ul>
<b>4th Part: Transition and the multinational current situation</b>	<ul style="list-style-type: none"> <li>• Theme 11: 2,0 hours</li> <li>• Theme 12: ....4.0 hours</li> </ul>

### Cronogram (Optional)

Session (1,5 hours)	Content (Theoretical – Practical)
<b>01st</b>	<ul style="list-style-type: none"> <li>• Course presentation and first team work assignment (Countries analysis)</li> </ul>
<b>02nd</b>	<ul style="list-style-type: none"> <li>• THEORY:             <ul style="list-style-type: none"> <li>• Concept, models and activities of the internationalization process</li> <li>• Objective of the internalization: reasons &amp; advantages; risks y difficulties</li> </ul> </li> <li>• PRACTICE             <ul style="list-style-type: none"> <li>• First team presentation of assigned country</li> </ul> </li> </ul>
<b>03rd</b>	<ul style="list-style-type: none"> <li>• THEORY             <ul style="list-style-type: none"> <li>• Stages of internationalization</li> <li>• Internationalized company models</li> <li>• Internationalization sequence by geographical blocks</li> <li>• Generic classification of countries with the phenomenon of internationalization</li> </ul> </li> <li>• PRACTICE             <ul style="list-style-type: none"> <li>• Second team presentation of assigned country</li> </ul> </li> </ul>

04th	<ul style="list-style-type: none"> <li>• THEORY           <ul style="list-style-type: none"> <li>• Strategic Alternatives for the internationalization of the company</li> <li>• Conceptual framework for the development of internationalization strategies</li> </ul> </li> <li>• PRACTICE           <ul style="list-style-type: none"> <li>• Third team presentation of assigned country</li> </ul> </li> </ul>
05th	<ul style="list-style-type: none"> <li>• THEORY           <ul style="list-style-type: none"> <li>• Sequence of strategic planning in the process of internationalization</li> <li>• Specification of international development strategies</li> </ul> </li> <li>• PRACTICE           <ul style="list-style-type: none"> <li>• Fourth team presentation of assigned country</li> </ul> </li> </ul>
06th	<ul style="list-style-type: none"> <li>• THEORY           <ul style="list-style-type: none"> <li>• Factors of international competitiveness and national brand</li> <li>• Identification and opening new countries and subsidiaries models</li> </ul> </li> <li>• PRACTICE           <ul style="list-style-type: none"> <li>• Fifth team presentation of assigned country</li> </ul> </li> </ul>
07th	<ul style="list-style-type: none"> <li>• THEORY           <ul style="list-style-type: none"> <li>• Organizational structures of multinational companies</li> </ul> </li> <li>• PRACTICE           <ul style="list-style-type: none"> <li>• Sixth team presentation of assigned country</li> </ul> </li> </ul>
08th	<ul style="list-style-type: none"> <li>• THEORY           <ul style="list-style-type: none"> <li>• Organizational structures according to geographical criteria</li> </ul> </li> <li>• PRACTICE           <ul style="list-style-type: none"> <li>• Seventh team presentation of assigned country</li> </ul> </li> </ul>
09th	<ul style="list-style-type: none"> <li>• THEORY           <ul style="list-style-type: none"> <li>• Relationship between multinational model and organizational structure</li> </ul> </li> <li>• PRACTICE           <ul style="list-style-type: none"> <li>• Eighth team presentation of assigned country</li> </ul> </li> </ul>
10th	<ul style="list-style-type: none"> <li>• THEORY           <ul style="list-style-type: none"> <li>• HHRR classification: The case of Expat</li> <li>• Objectives and policies in HR management. Career development</li> </ul> </li> <li>• PRACTICE           <ul style="list-style-type: none"> <li>• Tenth team presentation of assigned country</li> </ul> </li> </ul>
11th	<ul style="list-style-type: none"> <li>• THEORY           <ul style="list-style-type: none"> <li>• Implementation of management systems</li> <li>• The formal organization of labor. Account Management models</li> </ul> </li> <li>• PRACTICE           <ul style="list-style-type: none"> <li>• Eleventh team presentation of assigned country</li> </ul> </li> </ul>
12th	<ul style="list-style-type: none"> <li>• THEORY</li> </ul>

	<ul style="list-style-type: none"> <li>• Account Management models (cont.)</li> <li>• Remuneration policies. Expat Considerations</li> <li>• PRACTICE</li> <li>• Evaluation about countries exercise</li> </ul>
13th	<ul style="list-style-type: none"> <li>• THEORY</li> <li>• Information flows between Head Quarters and subsidiaries</li> <li>• Reporting systems</li> <li>• PRACTICE</li> <li>• New teams and new work explanation about companies follow up and analysis</li> </ul>
14th	<ul style="list-style-type: none"> <li>• THEORY</li> <li>• Decision-making</li> <li>• The budgeting system in the multinational corporation</li> <li>• PRACTICE</li> <li>• Discussion of news related to the selected companies</li> </ul>
15th	<ul style="list-style-type: none"> <li>• THEORY</li> <li>• American model summary           <ul style="list-style-type: none"> <li>• Background and development</li> <li>• Analysis of the different variables</li> </ul> </li> <li>• PRACTICE</li> <li>• Discussion of news related to the selected companies</li> </ul>
16th	<ul style="list-style-type: none"> <li>• THEORY</li> <li>• Japanese model           <ul style="list-style-type: none"> <li>• Background and development</li> <li>• Analysis of the different variables</li> </ul> </li> <li>• PRACTICE</li> <li>• Discussion of news related to the selected companies</li> </ul>
17th	<ul style="list-style-type: none"> <li>• THEORY</li> <li>• Japanese model (cont.)           <ul style="list-style-type: none"> <li>• Keiretsus</li> </ul> </li> <li>• PRACTICE</li> <li>• Discussion of news related to the selected companies</li> </ul>
18 <sup>th</sup>	<ul style="list-style-type: none"> <li>• THEORY</li> <li>• Japanese model (end)           <ul style="list-style-type: none"> <li>• Kaizen</li> </ul> </li> <li>• PRACTICE</li> <li>• Discussion of news related to the selected companies</li> </ul>
19th	<ul style="list-style-type: none"> <li>• THEORY</li> <li>• Korean model           <ul style="list-style-type: none"> <li>• Background and development</li> <li>• The five-years development plans</li> </ul> </li> <li>• PRACTICE</li> <li>• Discussion of news related to the selected companies</li> </ul>



20th	<ul style="list-style-type: none"> <li>• THEORY           <ul style="list-style-type: none"> <li>• Korean model (cont.)               <ul style="list-style-type: none"> <li>• Chaebols I</li> </ul> </li> </ul> </li> <li>• PRACTICE           <ul style="list-style-type: none"> <li>• Discussion of news related to the selected companies</li> </ul> </li> </ul>
21st	<ul style="list-style-type: none"> <li>• THEORY           <ul style="list-style-type: none"> <li>• Korean model (end)               <ul style="list-style-type: none"> <li>• Chaebols II</li> </ul> </li> </ul> </li> <li>• PRACTICE           <ul style="list-style-type: none"> <li>• Discussion of news related to the selected companies</li> </ul> </li> </ul>
22nd	<ul style="list-style-type: none"> <li>• THEORY           <ul style="list-style-type: none"> <li>• Reflections about Europe and the Spanish case               <ul style="list-style-type: none"> <li>• Background and development</li> <li>• Analysis of the different variables</li> </ul> </li> </ul> </li> <li>• PRACTICE           <ul style="list-style-type: none"> <li>• Discussion of news related to the selected companies</li> </ul> </li> </ul>
23rd	<ul style="list-style-type: none"> <li>• THEORY           <ul style="list-style-type: none"> <li>• Reflections about Europe and the Spanish case (cont.)               <ul style="list-style-type: none"> <li>• The North American branch in the european multinational companies</li> <li>• Spain and the internationalization phenomom (country background and population characteristics)</li> </ul> </li> </ul> </li> <li>• PRACTICE           <ul style="list-style-type: none"> <li>• Discussion of news related to the selected companies</li> </ul> </li> </ul>
24th	<ul style="list-style-type: none"> <li>• THEORY           <ul style="list-style-type: none"> <li>• Reflections about Europe and the Spanish case (end)               <ul style="list-style-type: none"> <li>• Traditional positioning of Spain to the multinational phenomom</li> <li>• The XXI century and Spanish multinationals</li> </ul> </li> </ul> </li> <li>• PRACTICE           <ul style="list-style-type: none"> <li>• Discussion of news related to the selected companies</li> </ul> </li> </ul>
25th	<ul style="list-style-type: none"> <li>• THEORY           <ul style="list-style-type: none"> <li>• Reflections about the Chinese companies internationalization</li> <li>• Changing paradigms in configuring the market. The market globalization</li> <li>• The type of customer and the "low cost" society</li> </ul> </li> <li>• PRACTICE           <ul style="list-style-type: none"> <li>• Discussion of news related to the selected companies</li> </ul> </li> </ul>
26th	<ul style="list-style-type: none"> <li>• THEORY           <ul style="list-style-type: none"> <li>• Global companies in global market</li> <li>• The transformation process of the multinational companies</li> <li>• From traditional business to the global enterprise and then to the virtual enterprise</li> </ul> </li> <li>• PRACTICE</li> </ul>

	<ul style="list-style-type: none"> <li>• Companies analysis team presentation (1 y 2)</li> </ul>
<b>27th</b>	<ul style="list-style-type: none"> <li>• THEORY           <ul style="list-style-type: none"> <li>• The global/virtual company, network of companies (disintegration of the value chain)</li> <li>• Analysis of the different variables</li> </ul> </li> <li>• PRACTICE           <ul style="list-style-type: none"> <li>• Companies analysis team presentation (3 y 4)</li> </ul> </li> </ul>
<b>28th</b>	<ul style="list-style-type: none"> <li>• THEORY           <ul style="list-style-type: none"> <li>• Analysis of the multinational realities</li> <li>• Instrumental Processes</li> </ul> </li> <li>• PRACTICE           <ul style="list-style-type: none"> <li>• Companies analysis team presentation (5 y 6)</li> </ul> </li> </ul>
<b>29th</b>	<ul style="list-style-type: none"> <li>• THEORY           <ul style="list-style-type: none"> <li>• The current internationalization process</li> </ul> </li> <li>• PRACTICE           <ul style="list-style-type: none"> <li>• Companies analysis team presentation (7 y 8)</li> </ul> </li> </ul>
<b>30th</b>	<ul style="list-style-type: none"> <li>• THEORY</li> <li>• PRACTICE           <ul style="list-style-type: none"> <li>• Companies analysis team presentation (9 y 10)</li> </ul> </li> </ul>

## 4. TEACHING METHODOLOGIES – LEARNING ACTIVITIES

### 4.1. Credit distribution (specify by hours)

Number of attendance hours: 61	<ul style="list-style-type: none"> <li>• Theoretical classes:43</li> <li>• Practical classes:15</li> <li>• Final exam: 3</li> </ul>
Number of individual working hours: 89	<ul style="list-style-type: none"> <li>• Individual student work: 26</li> <li>• Team work: 53</li> <li>• Tutorials ECTS: 10</li> </ul>
Total horas: 150	

### 4.2. Estrategias metodologicas, materials & teaching resources

Attendance classes	<ul style="list-style-type: none"> <li>• <b>Theoretical classes:</b> These classes are taught in large groups of students. During these classes, the teacher will develop the most important concepts for the understanding of the subject</li> <li>• <b>Case studies:</b> it will be in small groups. During the sessions, the students, in groups, will analyze and discuss different structures multinational companies that will be assigned in advance</li> <li>• <b>Reportings and work:</b> the students will have to do public presentations to their colleagues and teacher about the work done at home. For the presentation they will have to use tools such as Power Point and other resources</li> <li>• <b>Conferences management:</b> during the course the teacher could invite to multinational companies managers/directors to expose their views on issues related to the subject</li> <li>• <b>Debates on a proposed theme:</b> with a notice of two weeks the teacher will propose the theme, normally, related with the current environment which can affect to the multinationals in general or to some of them in particular. During the session the teacher will act as moderator of an open discussion</li> </ul>
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	<ul style="list-style-type: none"> <li>• <b>Partial tests:</b> During the course the teacher will be able to propose various partial tests to check the acquisition of knowledge and the application of the same</li> </ul>
Individual work	<ul style="list-style-type: none"> <li>• Readings</li> <li>• Information research</li> </ul>
Team work	<ul style="list-style-type: none"> <li>• Countries analysis</li> <li>• Enterprises analysis</li> </ul>
Tutorials	The tutorials will be individuals or in teams, according to the theme to discuss. During the tutorials the teacher will evaluate the students level and the work done
Exam	<ul style="list-style-type: none"> <li>• <b>Final exam theoretical – practical:</b> there will be an exam (test like) at the end of the course in which the student s will have to show that they have understood the concepts and that they are ready to apply the knowledge acquired in the real life</li> </ul>

## 5. EVALUATION: Procedures, evaluation and rating criteria

### Evaluation criteria

#### *About content and study*

To pass the course the student must successfully pass the tests, understanding that all together evaluate the acquisition of all the skills developed.

- Understand the basic concepts and know how to apply them
- Understand how to conform a business structure
- Understand the process of internationalization of the firm as a transformation process
- Understand the form adopted by the corporate structure as a result of the internationalization
- Understand the approach that different regions have had on the process of internationalization
- Understand the relationship between the company and the environment
- Understand the reality of the current environment
- Understand the new approach to the internationalization of the company
- Synthesize ideas and presents a coherent argument in reports and papers
- Be able to work in multicultural teams and encourages and motivates the group
- Be able to analyze and synthesize
- Present the ideas and work with consistency
- Makes original contributions

#### *About works, research and presentations*

- Final project structure
- Originality and depth of the project

- Rigor in the presentation
- Consistency
- Ability to synthesize
- Making effective presentations
- Records of work

### **Qualifications criteria**

The regular assessment process will be inspired in the continuous evaluation of the student. Students who decide to leave the continuous assessment system must notify to the Dean or Director in the first two weeks of teaching of the subject, explaining the reasons that keep them out from following the system of continuous assessment.

If the student does not participate in the teaching-learning process as set forth in this teaching guide (attendance, completion and delivery of learning and assessment activities), he will be considered not filed in the ordinary call.

- Continuous evaluation procedure: Route 60% - 40%
- Making only a theoretical-practical final exam. Route 100% the exam grade

### ***Continuous evaluation***

The students' performance will be evaluated by their work, knowledge and skills acquired and improved their learning process. The methods to be used will:

- Final exam: 40%
- Team work about different themes: 40%
- Individual student participation and contribution during the classes: 20%
- If the student doesn't attend to a minimum of 80% of the classes or he does not deliver the student card on time, he will be penalized in Individual student participation and contribution

The professor will set multicultural teams, if possible, until the end of the course.

If failing in May call, the grade of the continuous evaluation will be kept for the June call.

Students who decide to don't follow the continuous assessment system for any reason, must be authorized by the Dean and the teacher must be informed in writing

The continuous assessment marks will be commented regularly in the classes. The student may request the corresponding feedback

The final exam will consist in a test to assess the level of student's overall knowledge and understanding to apply in the real environment

### ***Non continuous evaluation***

Students not subject to continuous evaluation, their knowledge will be tested only by the final exam, weighted 100%.

In this case, the exam will consist of two parts: the first part with a resolution of two questions of 5 points each with a weight of 60% and the second part consisting in one test on 10 points, with a weight of 40%

### ***Extraordinary call June***

- a) Students of continuous assessment that having passed the works fail in the final exam, an extraordinary exam will be required, continuous assessment grade will be kept to add to it
- b) Students in other circumstances different from above, must take a final exam that will constitute 100% of their grade, with the same characteristics that May's exam

According to R.D. 1125/2003 which regulate the Suplemento al Título the grades will follow the scale of adoption of numeric grade with a decimal and a qualitative grade:

- 0,0 – 4,9 SUSPENSO (SS)**
- 5,0 – 6,9 APROBADO (AP)
- 7,0 – 8,9 NOTABLE (NT)
- 9,0 – 10 SOBRESALIENTE (SB)
- 9,0 – 10 MATRÍCULA DE HONOR limitada al 5%**

## 6. BIBLIOGRAPHY

### Basic bibliography

- **Negandhi, A.R.; International Management, Ed CRACOM Corp, Mass., 1987**
- Durán, J.J.; Estrategia y Economía de la Empresa Multinacional, Madrid, 2001
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### Additional bibliography (optional)

- Barlett, Ch. y Goshal, S.; La empresa sin fronteras. La solución transnacional; Ed. McGraw-Hill, 2002
- Chan Sup, Ch y Nahn Joo, Ch.; The Korean Management System; Ed. Quorum Books, Westport, 1994
- Cuesta, F.: Transformación Empresarial como base de la competitividad, Ed Pirámide, Madrid, 2004
- Durán, J.J.; Multinacionales españolas; Ed Pirámide, Madrid, 1996
- Hill, Charles W.L.: International Business: Competing in the Global Marketplace, 2014
- Imai, M.; Cómo implementar el Kaizen en el puesto de trabajo, Ed. McGraw-Hill, Bogotá, 1998
- Teichova, A., Lévy-Leboyer, M y Nussbaum, H.: Multinational enterprise in historical perspective, Ed: Cambridge University Press