



Universidad
de Alcalá

GUÍA DOCENTE

INTERNATIONAL MANAGEMENT OF A COMPANY

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

Academic Course 2025/2026
Third Course – Second semester

Teaching guide

Course name:	International management of a company (Gestión Internacional de la Empresa)
Code:	361010
Degree in which is taught:	Grado en Economía y Negocios Internacionales
Department & Knowledge area:	Departamento de Economía y Dirección de Empresas & Área de Conocimiento de Organización de Empresas
Type:	Obligatoria (mandatory)
ECTS credits:	6
Course and semester:	Third course – second semester
Professor:	Totti Könölä (totti.konnola@uah.es)
Mentoring hours:	To arrange with the professor by e-mail or during the classes
Language	English

1. PRESENTATION

The International Management of a Company 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

Building on these fundamentals, the subject will be taught so that students understand multinationals as the result of a transformation process from domestic companies.

Once this process of global business transformation has been grasped, the focus will shift to the variables that comprise the business structure, with the American model serving as a reference point.

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

By this stage, the student should have acquired the conceptual basis required to take the next step in their learning, moving from the multinational model to the current context. This involves transitioning from a transnational company to a global enterprise and finally a virtual corporation, in response to the competitive pressures of today's global business environment.

The final objective of this course is for students to start their professional careers in a company — in this case, a current multinational — with a level of knowledge that will facilitate their integration and help them to understand the implications of the model.

This guide is a tool that will help students understand how the classes will be developed, what they need to do to pass the course, how the work will be evaluated, and where to find the materials. In short, it provides an initial overview of what happens inside and outside the classroom.

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.

The subject considers the SOFT SKILLS, as indicated in the Department's Master Plan, which is part of the University of Alcalá's Strategic Plan 2036.

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
1st Part: Introduction and basic concepts.	<ul style="list-style-type: none"> • Presentation: 1,5 hours • Theme 1: 3,0 hours
2nd Part: Analysis of the multinational companies structure variables	<ul style="list-style-type: none"> • Theme 2: 4,5 hours • Theme 3: 4,5 hours • Theme 4: 4,5 hours • Theme 5: 3,0 hours
3rd Part: Multinational models according to the geographical origin and the culture	<ul style="list-style-type: none"> • Theme 6: 1,5 hours • Theme 7: 4,5 hours • Theme 8: 4,5 hours • Theme 9: 4,5 hours • Theme 10: 1,0 hours
4th Part: Transition and the multinational current situation	<ul style="list-style-type: none"> • Theme 11: 2,0 hours • Theme 12:4.0 hours

Cronogram (Optional)

Session (1,5 hours)	Content (Theoretical – Practical)
01st	<ul style="list-style-type: none"> • Course presentation and first team work assignment
02nd	<ul style="list-style-type: none"> • THEORY: <ul style="list-style-type: none"> • Concept, models and activities of the internationalization process • Objective of the internalization: reasons & advantages; risks y difficulties • PRACTICE

	<ul style="list-style-type: none"> • Group work
03rd	<ul style="list-style-type: none"> • THEORY <ul style="list-style-type: none"> • Stages of internationalization • Internationalized company models • Internationalization sequence by geographical blocks • Generic classification of countries with the phenomenon of internationalization • PRACTICE <ul style="list-style-type: none"> • Group work and presentations
04th	<ul style="list-style-type: none"> • THEORY <ul style="list-style-type: none"> • Strategic Alternatives for the internationalization of the company • Conceptual framework for the development of internationalization strategies • PRACTICE <ul style="list-style-type: none"> • Group work and presentations
05th	<ul style="list-style-type: none"> • THEORY <ul style="list-style-type: none"> • Sequence of strategic planning in the process of internationalization • Specification of international development strategies • PRACTICE <ul style="list-style-type: none"> • Group work and presentations
06th	<ul style="list-style-type: none"> • THEORY <ul style="list-style-type: none"> • Factors of international competitiveness and national brand • Identification and opening new countries and subsidiaries models • PRACTICE <ul style="list-style-type: none"> • Group work and presentations
07th	<ul style="list-style-type: none"> • THEORY <ul style="list-style-type: none"> • Organizational structures of multinational companies • PRACTICE <ul style="list-style-type: none"> • Group work and presentations
08th	<ul style="list-style-type: none"> • THEORY <ul style="list-style-type: none"> • Organizational structures according to geographical criteria • PRACTICE <ul style="list-style-type: none"> • Group work and presentations
09th	<ul style="list-style-type: none"> • THEORY <ul style="list-style-type: none"> • Relationship between multinational model and organizational structure • PRACTICE <ul style="list-style-type: none"> • Group work and presentations
10th	<ul style="list-style-type: none"> • THEORY <ul style="list-style-type: none"> • HHRR classification: The case of Expat

	<ul style="list-style-type: none"> Objectives and policies in HR management. Career development PRACTICE <ul style="list-style-type: none"> Group work and presentations
11th	<ul style="list-style-type: none"> THEORY <ul style="list-style-type: none"> Implementation of management systems The formal organization of labor. Account Management models PRACTICE <ul style="list-style-type: none"> Group work and presentations
12th	<ul style="list-style-type: none"> THEORY <ul style="list-style-type: none"> Account Management models (cont.) Remuneration policies. Expat Considerations PRACTICE <ul style="list-style-type: none"> Group work and presentations
13th	<ul style="list-style-type: none"> THEORY <ul style="list-style-type: none"> Information flows between Head Quarters and subsidiaries Reporting systems PRACTICE <ul style="list-style-type: none"> Group work and presentations
14th	<ul style="list-style-type: none"> THEORY <ul style="list-style-type: none"> Decision-making The budgeting system in the multinational corporation PRACTICE <ul style="list-style-type: none"> Group work and presentations
15th	<ul style="list-style-type: none"> THEORY <ul style="list-style-type: none"> American model summary <ul style="list-style-type: none"> Background and development Analysis of the different variables PRACTICE <ul style="list-style-type: none"> Group work and presentations
16th	<ul style="list-style-type: none"> THEORY <ul style="list-style-type: none"> Japanese model <ul style="list-style-type: none"> Background and development Analysis of the different variables PRACTICE <ul style="list-style-type: none"> Group work and presentations
17th	<ul style="list-style-type: none"> THEORY <ul style="list-style-type: none"> Japanese model (cont.) <ul style="list-style-type: none"> Keiretsus PRACTICE <ul style="list-style-type: none"> Group work and presentations
18 th	<ul style="list-style-type: none"> THEORY <ul style="list-style-type: none"> Japanese model (end)

	<ul style="list-style-type: none"> • Kaizen • PRACTICE • Group work and presentations
19th	<ul style="list-style-type: none"> • THEORY <ul style="list-style-type: none"> • Korean model <ul style="list-style-type: none"> • Background and development • The five-years development plans • PRACTICE <ul style="list-style-type: none"> • Group work and presentations
20th	<ul style="list-style-type: none"> • THEORY <ul style="list-style-type: none"> • Korean model (cont.) <ul style="list-style-type: none"> • Chaebols I • PRACTICE <ul style="list-style-type: none"> • Group work and presentations
21st	<ul style="list-style-type: none"> • THEORY <ul style="list-style-type: none"> • Korean model (end) <ul style="list-style-type: none"> • Chaebols II • PRACTICE <ul style="list-style-type: none"> • Group work and presentations
22nd	<ul style="list-style-type: none"> • THEORY <ul style="list-style-type: none"> • Reflections about Europe and the Spanish case <ul style="list-style-type: none"> • Background and development • Analysis of the different variables • PRACTICE <ul style="list-style-type: none"> • Group work and presentations
23rd	<ul style="list-style-type: none"> • THEORY <ul style="list-style-type: none"> • Reflections about Europe and the Spanish case (cont.) <ul style="list-style-type: none"> • The North American branch in the european multinational companies • Spain and the internationalization phenomenom (country background and population characteristics) • PRACTICE <ul style="list-style-type: none"> • Group work and presentations
24th	<ul style="list-style-type: none"> • THEORY <ul style="list-style-type: none"> • Reflections about Europe and the Spanish case (end) <ul style="list-style-type: none"> • Traditional positioning of Spain to the multinational phenomenom • The XXI century and Spanish multinationals • PRACTICE <ul style="list-style-type: none"> • Group work and presentations
25th	<ul style="list-style-type: none"> • THEORY <ul style="list-style-type: none"> • Reflections about the Chinese companies internationalization

	<ul style="list-style-type: none"> • Changing paradigms in configuring the market. The market globalization • The type of customer and the "low cost" society • PRACTICE • Group work and presentations
26th	<ul style="list-style-type: none"> • THEORY <ul style="list-style-type: none"> • 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 • PRACTICE • Group work and presentations
27th	<ul style="list-style-type: none"> • THEORY <ul style="list-style-type: none"> • The global/virtual company, network of companies (disintegration of the value chain) • Analysis of the different variables • PRACTICE • Group work and presentations
28th	<ul style="list-style-type: none"> • THEORY <ul style="list-style-type: none"> • Analysis of the multinational realities • Instrumental Processes • PRACTICE • Group work and presentations
29th	<ul style="list-style-type: none"> • THEORY • The current internationalization process • PRACTICE • Group work and presentations
30th	<ul style="list-style-type: none"> • THEORY • PRACTICE • Final presentations of the group work

4. TEACHING METHODOLOGIES – LEARNING ACTIVITIES

4.1. Credit distribution (specify by hours)

Number of attendance hours: 61	Theoretical classes:43 Practical classes:15 Final exam: 3
Number of individual working hours: 89	Individual student work: 26 Team work: 53 Tutorials ECTS: 10
Total horas: 150	

4.2. Estrategias metodologicas, materials & teaching resources

Attendance classes	<ul style="list-style-type: none"> • Theoretical classes: 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 • Case studies: it will be in small groups. During the sessions, the students, in groups, will analyze and discuss multinational companies that will be assigned in advance • Reportings and work: 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. During the course, the students will prepare I groups a report, which will be submitted for evaluation.
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	<ul style="list-style-type: none"> • Partial tests: During the course the teacher may prepare partial tests to check the acquisition of knowledge and the application of the same.
Individual work	Readings Information research
Team work	Enterprises analysis
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"> • Final exam theoretical – practical: there will be an exam (test like) at the end of the course in which the students will have to show that they have understood the concepts and that they are ready to apply the knowledge acquired in the real life

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 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%

The teaching-learning methodology and the assessment process will be adapted as needed, in accordance with the guidelines of the Diversity Support Unit, to implement curricular adaptations for students with specific needs.

6. BIBLIOGRAPHY

Basic bibliography

- **Negandhi, A.R.; International Management, Ed CRACOM Corp, Mass., 1987**
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Additional bibliography (optional)

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- Chan Sup, Ch y Nahn Joo, Ch.; The Korean Management System; Ed. Quorum Books, Westport, 1994
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- 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