

POLICIES AND STRATEGIES FOR BUSINESS INTERNATIONALIZATION

COURSE: SECOND

SEMESTER: FIRST

TYPE: OBLIGATORY

CREDITS: 6

LANGUAGE: ENGLISH

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OBJECTIVES:

Globalization and international strategies: international expansion models of the enterprises. Phases and alternatives of the expansion of small and medium-sized enterprises. Cases and successful experiences.

COMPETENCES:

GENERAL

G1- Observing with global vision, planning, organizing and managing activities in the enterprise and business world.

G2- Acting in a proactive way, generating ideas and proposals and implementing initiatives and changes in the heart of the organization, as well as showing willingness to geographic mobility.

G3- Develop the ability to empathize, adapt, work and lead international and multicultural groups, interdisciplinary, competitive, changing and complex and understand and apply the concept of network.

G5- Developing a high communicative capacity in English, orally and written.

G6- Search and exploit new information resources and apply quantitative criteria and qualitative aspects in decision making.

BASIC

CB2- Students can apply their knowledge of work or vocation in a professional way and possess the skills that are usually demonstrated through the elaboration and defense of arguments and problem solving within their area of study.

CB3- The students have the ability to gather and give interpretation of relevant data (usually within their area of study) to make judgments that include a reflection on relevant social, scientific or ethical issues.

CB4- Capacity of transmitting information, ideas, problems and solutions to a specialized or not specialized public.

TRANSVERSAL

T1- To act with a critical spirit and reflection to the knowledge in all its dimensions, showing intellectual, cultural and scientific restlessness and commitment to the rigor and quality in the professional requirement.

T2- To project the values of entrepreneurship and innovation in the exercise of the academic and professional personal trajectory through the contact with different realities of the practice and with motivation towards the professional development.

T3- Interacting in global and international contexts to identify necessities and new realities that allow the transfer of knowledge to actual or emergent professional development context, with capacity to adapt and self-manage professional and investigational processes.

T7- Getting to be the principal actor of the formative process itself in views of personal and professional improvement, as well as acquisition of integral formation allowing them to learn and coexist in a context of language diversity, with social, cultural and economic different realities.

SPECIFIC

E1- Analyzing an international business organization based on the economic principles that allow the identification of the key factors in the results.

E3- To understand the main legal implications of business activity, especially in relation to the processes of internationalization of businesses and to understand and use the main legal schemes that regulate commercial relations worldwide.

E4- Knowing the principal sources of economic statistic and business information, national and internationally; analyzing and using it in decision-making processes in international business.

E5- Knowledge of the cultural, social, geopolitical and legislative context of different economies in the world as the foundations to international business development.

E8- Identify the economic, cultural, political, legal, demographic and technological environments that can represent opportunities and threats for the development of the activity in international business.

E11- To locate, understand and value existing information in the international environment in order to define target markets, according to the type of company and product.

LEARNING OUTCOMES:

R1- The students will understand and apply the key aspects of strategic management processes.

R3- The students will understand and critically interpret the global environment in which multinational companies evolve, as well as analyzing the reasons that lead them to internationalization.

R4- The students understand and explain the implications of company decisions and strategies on other stakeholders or the environment.

R8- The students will be able to solve problems and situations in their professional performance with entrepreneurial and innovative attitudes.

R9- The students will be able to identify strategies and alternative structural configurations that they can adopt, as well as to understand the influence of the target countries' culture in their strategies.

R10- The students will be able to communicate to every type of audience concerning the different ways to do business in the diverse international markets.

CONTENT:

1. Foundation of Global Strategy

- a. Strategizing around the globe
- b. Semi-globalization and strategy
- c. The ADDING value scorecard Strategies for global value creation
- d. The AAA framework
- e. Managing industry competition
- f. Diagnosing industry globalization potential
- g. Emphasizing institutions, cultures, and ethics
- h. Leveraging resources and capabilities

2. Business-Level Strategies

- a. Making strategic alliance and networks work
- b. Managing global competitive dynamics
- c. Competitive strategy: Four competitive arenas
- d. Competing through business models
- e. Game theory Coopetition

3. Corporate-Level Strategies

- a. Related and unrelated diversification
- b. Divestitures Mergers, acquisitions, and restructuring

- c. Governing the corporation around the world
- d. Doing business in bottom of the pyramid markets

EVALUATION SYSTEM:

There will be two partial exams that will have a value of 40% of the final grade the remaining 60% will be obtained from three activities, attendance and active participation in class, in addition to the activities oral presentations:

- **Partial Exam I:** 20% - Minimum grade to pass 5/10 (five out of 10). Susceptible of recovery by means of a complementary examination, as long as the student has correctly developed the complete continuous evaluation.

- EVALUATED COMPETENCES:

G1+G3+G5+G6+CB2+CB3+CB4+T3+T7+E1+E2+E4+E5+E8+E11

- EVALUATED LEARNING OUTCOMES:

R1+R3+R4+R10

- **Partial Exam II:** 20% - Minimum grade to pass 5/10 (five out of 10). Susceptible of recovery by means of a complementary examination, as long as the student has correctly developed the rest of the continuous evaluation.

- EVALUATED COMPETENCES:

G1+G2+G3+G5+G6+CB2+CB3+CB4+T1+T2+T3+T7+E1+ E8+E11

- EVALUATED LEARNING OUTCOMES:

R1+R3+R4+R8+R9+R10

- **Activity I:** 15%. Mandatory. Individual work. The student must do it and deliver it on the stipulated date in order to be able to prove the correct development of the continuous evaluation.

- EVALUATED COMPETENCES:

G1+G5+G6+CB2+CB3+CB4+E1+E2+E4+E5+E8+E11

- EVALUATED LEARNING OUTCOMES:

R1+R3+R4+R10

• **Activity II:** 15%. Mandatory. Individual work. The student must do it and deliver it on the stipulated date in order to be able to prove the correct development of the continuous evaluation.

- EVALUATED COMPETENCES:

G1+G3+G5+G6+CB2+CB3+CB4+T1+T2+T3+T7+E1

- EVALUATED LEARNING OUTCOMES:

R1+R3+R4+R10

• **Activity III:** 30%. Mandatory. GROUP work. The student must do it and make the different deliveries on the stipulated dates for the correct monitoring by the teacher and for the correct monitoring of the subject itself and its continuous evaluation by the students. This part will have a value of 20%. The students can make the oral presentation, as long as they have made the partial deliveries of the activity. This part will have a value of 10%. Both parts (written work and oral presentation) are mandatory. Each group will perform a different activity so that each of the presentations will have associated a debate to delve into the topic discussed.

- EVALUATED COMPETENCES:

G1+G2+G3+G5+G6+CB2+CB3+CB4+T1+T2+T3+T7+E1+E8+E11

- EVALUATED LEARNING OUTCOMES:

R1+R3+R4+R8+R9+R10

In addition, the teacher will take into consideration the evolution, progress, proactivity, effort and development of the continuous evaluation; besides taking into account the assistance and active participation. An outstanding consideration will be given to the contributions made by the students.

In the event that a student, having correctly developed the practical part of the continuous evaluation, doesn't pass one or both partial exams may have the chance to retake the exam in the complementary period, in order to guarantee the option of improvement.

METHODOLOGY:

The subject is classroom-based and combines theoretical knowledge with its practical implementation. Through classroom sessions, the teacher will expose contents of the program using different learning methodologies, besides making group activities in which acquired knowledge will be put into practice. In addition, students must do individual activities during their personal work hours (activities I and II; other classroom activities).

Additionally, during the hours of personal work, the students will make a final project by groups with their respective oral presentations at the end of the academic period (activity III). They will have hours of tutoring with the teacher with the purpose of supervising and guiding the development of the project.

Finally, we recommend to the students that they use some hours of personal work to this subject every week in order to consolidate the acquired knowledge of each topic. This personal work will consist of making a review of theoretical aspects given in class and complement them with the basic bibliography.

RECOMMENDED BIBLIOGRAPHY & TEXTS:

- **Internationalization**, Firm Strategies and Management. Colin Wheeler, Frank McDonald,, Irene Greaves, published in 2003 by Palgrave Macmillan.
- **From Local Champions To Global Masters**, A Strategic Perspective on Managing Internationalization. Paul Verdin, Mr Nick Van Heck, published in 2001 by Palgrave Macmillan.