

## **PLANNING OF INTERNATIONAL EXPANSION**

**COURSE:** THIRD

**SEMESTER:**FIRST

**TYPE:** MANDATORY

**CREDITS:** 6

**LANGUAGE:** ENGLISH

**PROFESSOR:** [NOELIA PÉREZ](#)

### **OBJECTIVES:**

The course seeks to foster the understanding of the underpinnings of business internationalization, the related drivers, challenges and barriers. Given the importance of internationalization for the current business environment as well as the complexity involved, this course offers students an overview of the key factors for writing a successful internationalization plan. The course is organized to combine theory and real life case studies. The specific objectives are:

To gather a broad understanding of the main theoretical, empirical and managerial issues in business internationalization;

To develop the analytical abilities by applying theoretical concepts to real problems and propose feasible solutions;

To develop social skills by working in teams;

To refine academic writing skills.

### **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 - Find and explore new information resources and apply quantitative criteria and qualitative aspects in decision making.

## **BASIC**

CB2–That the students know how to 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–That students have the ability to gather and interpret relevant data (usually within their area of study) to make judgments that include a reflection on erratic 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 before 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 – Understand the main legal implications of business activity, especially in relation to the processes of businesses internationalization and understand and use the main legal schemes that regulate trade 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–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 Analyzes and critically evaluates the variables that allow the establishment of a strategy that leads to the positioning and / or consolidation of the company in the international market.

R4 Understand and explain the implications of company decisions and strategies on other stakeholders or the environment.

R5 Creating an internationalization strategy with innovative elements based on the information generated through strategic analysis.

R6 Critically understanding and interpreting the global ambit in which the multinational enterprises develop, as well as analyzing the reasons why they go through the internationalization process.

R7 It determines the different possibilities of expansion and how the process of internationalization of a company develops.

R8 Solve problems and situations related to 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 Exhibits and communicates adequately to all types of audiences the different ways of doing business in the various international markets.

## **CONTENT:**

### **The strategic decision of internationalization**

- how to create an internationalization plan
- International and Internationalization company competitively
- Beginning and evolution on the internationalization process
- Strategic elements
- Industrial policy and company internationalization

**Alternative to internationalize a company**

- Export
- Strategic Alliances
- Direct International investment
- Taking decision on the entrance type

**Implementation processes of international**

- strategy** -Organization of the business activity
- Organizational designs for international businesses
- Centralization, coordination, and control of the multinational company
- Cultural problems in the business internationalization -Control and monitoring the project

**SYLLABUS:**

1. Multinational company: basic knowledge that allows to understand the specific operation of the multinational company.
2. Strategic management of international companies: current approaches to the management of the company, applying a global and integrative approach to analysis and strategic business decisions in an international context.
3. Globalization and international strategies: Models of international expansion of the company.
4. Phases and alternatives of the expansion of small and medium enterprises.

**EVALUATION SYSTEM:**

<b>Task</b>	<b>(%)</b>	<b>Details</b>
3 Case study (3 different cases)	15	5% each case
Internationalization plan (groups of up to 4 people)	35	5% the summary, 20%the report, 10% the presentation.
Class Participation	10	
Exam	40	

Class participation will be evaluated 10%. Debates, case studies, roll games... Final exam: 40% - Minimal grade to pass 4/10 (five over 10).

*Susceptible of recovery by means of a complementary exam, as long as the student has correctly developed the rest of the continuous evaluation (to make average, student must **deliver** and **pass** the Internationalization Plan (composed by summary, report and presentation), always on the right delivery date uploaded to MOODLE.*

*Internationalization Plan: 35%. Mandatory project. The student will be a part of a team, developing the project together. The project must have a complete Internationalization Plan. The tittle of the project has to be approved by the teacher. To be average and be able to recover failed exams must have been **uploaded** with all its phases to MOODLE and **passed**. And also upload the case studies in the correct delivery date.*

*PHASE 1:5% (Mandatory)*

*A Summary (one page max) must be delivered on the given date and upload to MOODLE. The summary will be the first idea to start developing the project and with teachers help to continue correctly for its development.*

*PHASE 2: 20% (Mandatory)*

*Internationalization Plan must be delivered on the given date and upload to MOODLE.*

*PHASE 3: 10% (Mandatory)*

*PPT Presentation must be uploaded to MOODLE on the correct delivery date. Also it is mandatory to attend and take part in the public presentation.*

Case Study: 15%. (Mandatory) 3 case studies will be given during the whole course. Details on the resolutions will be evaluated. Also creativity on own opinion or ideas must be reflected on the report. All report case studies must be uploaded to MOODLE.

EVALUATION SYSTEM	CONDITIONS	% EVALUATION	DETAILS	DEDICATION (H)	Competences
CASE STUDY 1: ZARA VS MANGO Answer the questions after to look for information about the companies	Compulsory to deliver Individual	5		10	CB3+CB4+CB2+G2+G1+G5+G6+E1+T1+T3+E11 Learning Outcomes: R1 + R4 + R7+R3+R6+R5
CASE STUDY 2: Go International with Internet: Airbnb, Edreams, Zalando Answer the questions after to look for information about the companies	Compulsory to deliver Individual	5		10	CB3+CB4+CB2+G2+G1+G5+G6+E1+T1+T3+E11 Learning Outcomes: R1 + R4 + R7+R3+R6+R5
CASE STUDY 3: Uber, legislation in each country Answer the questions after to look for information about the companies	Compulsory to deliver Individual	5		10	CB3+CB4+CB2+G2+G1+G5+G6+E1+T1+T3+E11 Learning Outcomes: R1 + R4 + R7+R3+R6+R5

Internationalization Plan: Internationalization of a real or made up company (from Spain to somewhere else)	Group activity from 4-5 people Compulsory to deliver on time the 3 phases to have the Internationalization plan evaluated (NOT RECOVERABLE) Mandatory	35	5% for the summary, 20% for the plan report, 10% for the presentation.	50	Competences: CB4+CB2+CB3+G2+G5+G1+G3+G6+T3+T1+T2+T7+E3+E1+E11+E4+E5+E8 Learning Outcomes: R3+R6+R8+R1+R7+R5 +R4 +R9
Evaluation, final examination of concepts	Susceptible of recovery if the rest of the evaluation is average Mandatory	40		40	
Class Participation		10			
Horas fuera aula				120	
Horas de clase			29 sessions	58	
Total horas de dedicación				178	

**Class Participation will be evaluated; roll games, debates, case studies... will be taken into consideration, both participation, as creativity, criticism, opinion, problem solving, etc.**

***The student must pass with 4 or more the exam, also present and pass the Internationalization Plan (composed by the summary, the report and the presentation), and upload the 3 case studies delivered in the correct delivery dates. Everything must be uploaded to MOODLE.***

***The teacher takes into account the evolution, progress, proactivity, effort and development of the continuous evaluation of each student; In addition to take into account Assistance and Active Participation on the debates, games, etc.***

#### **METODOLOGY:**

The subject is classroom-based and combines theoretical knowledge with its practical implementation. Through classroom sessions, the lecturer will expose contents of the program using different learning methodologies, besides proposing activities in which



acquired theoretical knowledge will be applied to real case studies. Furthermore, the students must do individual activities during the hours of personal work.

Additionally, during the hours of personal work, the students will make a final project with their respective oral presentations at the end of the academic period. 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.

#### **REFERENCE BOOK:**

Alan M. Rugman, The Oxford Handbook of "International Business" (2 ed.)2009.  
by Emerald Group Publishing Ltd.

Colin Wheeler, Frank McDonald,, Irene Greaves 2003.Internationalization, Firm Strategies and Management.Retrieved from ESERP virtual library

Alan M. Rugman, 2006. Inside the Multinationals 25th Anniversary Edition.  
Retrieved from ESERP virtual library

Parietti, Laura Vanoli, published in 2017 . Internationalization of FirmsThe Role of Institutional Distance on Location and Entry. Retrieved from ESERP virtual library