

## **POLICIES AND STRATEGIES FOR BUSINESS INTERNATIONALIZATION**

**COURSE:** SECOND

**SEMESTER:** FIRST

**TYPE:** MANDATORY

**CREDITS:** 6

**LANGUAGE:** ENGLISH

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### **OBJECTIVES:**

Strategy, what it is and why it is crucial? Which are the main phases and parameters that should be taken into account in order to define, implement and boost a successful strategy in an organization.

Globalization and international strategies: international expansion models of the enterprises. Identify different 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- 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- Capability transmitting information, ideas, problems and solutions to a specialized or not specialized public

**TRANSVERSAL:**

T1- Act with 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- Project values of entrepreneurship and innovation in the exercise of the academic and professional personal trajectory through 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- Understanding 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.

R2- Identify the possible strategies and select the best suited to each case

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.

R5 - Identify existing strategies in the areas company main

R6 - Prepare a strategic planning for a company with expectations of international expansion

R7 - identify the implementation measures and the necessary control indicators

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.

## **CONTENTS:**

### **PART I – Introduction to Strategic Management and Business Policy**

#### **1. Basic concepts of Strategic Management**

- a) Introducing the importance of Strategic in business management
- b) Concept. Benefits & Phases of Strategic Management
- c) Challenges of Strategic Management
- d) Organizational adaptation
- e) Basic model of Strategic Management
- f) Initiation of Strategy

- g) Strategic decision making
- h) The Strategic audit

## **2. Corporate Governance in Strategic Management**

- a. Introducing the importance of governance
- b. Different models in Corporate governance
- c. Creating a learning organization
- d. Trends in Corporate governance

Complemented with Business cases and class exercises

## **PART II – Scanning the environment**

Introduction

### **3.- Environment & industry scanning**

- a) Scanning and identifying external environmental variables
- b) Scanning the society environment: STEEP Analysis
- c) Identifying external strategic factors
- d) Industry analysis. Porter's approach
- e) Types of strategies

### **4.- Organizational scanning and competitive advantage**

- a) VRIO framework
- b) Business models
- c) Corporate value chain analysis
- d) Scanning functional resources and capabilities: structure, culture, marketing, financial, operational, R&D, operational issues, HR issues, IT

Complemented with Business cases and class exercises

## **PART III – Strategy formulation**

Introduction

### **5.- Business strategy**

- a) A framework for examining business strategy

- b) Finding market niches
- c) Mission, vision and objectives
- d) Cooperative and business strategies

## **6.- Corporate strategy**

- a) Corporate strategy
- b) Directional strategy: growth, retrench, stability

## **7.- Strategic formulation. Functional Strategy**

- a) Introducing the importance of functional alignment
- b) Aligning functional areas to general strategy: Marketing, Financial, R&D, Operations, Purchasing, Logistics, Human Resources, IT
- c) Strategies to avoid
- d) Strategic choice: constructing scenarios

Complemented with Business cases and class exercises

## **PART IV – Strategy Implementation and control**

Introduction

### **8.- Strategy: Implementation and control**

- a) Internationalization from an strategic perspective
- b) Purposes of internationalization
- c) International entry. Different models. International Strategic Alliances
- d) Stages of international development

### **9.- Structure**

- a) Strategic Implementation. Who does?
- b) Programms, budgets & procedures: Offensive and defensive tactics
- c) Activing synergies

### **10.- Organizing for action**

- a) Stages of corporate development

- b) Organizational life cycle. Portfolio analysis
- c) Flexible types of organizations structure. Network structure, a virtual structure. Modular organization: a new type of structure?

### 11.- Evaluation & control

- a) Measuring. Appropriate measures
- b) KPI. Problems with indicators. Guidelines

Complemented with Business cases and class exercises

### EVALUATION SYSTEM.

The evaluation method will be as follows:

- **Exam (40%)** with the total of the material. Of obligatory character. Recoverable with an exam in the complementary period.
  - **Activities (50%)** of a mandatory and non-recoverable nature.
  - **Exercises in class & participation in forums, class exercises and debates (5%)**
  - **Attitud, progress & participation in: (5 %)** the teacher will take into consideration the evolution, progress, proactivity, efforts done during the course; besides taking into account the assistance and active participation. In particular, the contributions in class orally and in writing on the platform that are the result of reading the specific documentation proposed for the best understanding of the cases to be discussed in class (about 10 hours). An outstanding consideration will be given to the contributions made by the students.
- **Exam:** Mandatory - Minimum grade so that it does average with the activities, 40/100. Susceptible of recovery by means of a complementary examination.

- EVALUATED COMPETENCES:  
G1+G2+G3+G5+G6+CB2+CB3+CB4+T1+T2+T3+T7+ E1+E3+E4+E5+E8+E11
- EVALUATED LEARNING OUTCOMES:  
R1+R2+R3+R4+R5+R7+R9

• **Activity I:** 20%. Mandatory (not recovery) 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+E3+E4+E5+E8+E11
- EVALUATED LEARNING OUTCOMES:  
R1+R2+R3+R4+R7+R8+R9+10

• **Activity II:** 10%. Mandatory (not recovery). GROUP 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+E3+E5+E8
- EVALUATED LEARNING OUTCOMES:  
R1+R2+R3+R4+R5+R8+R9+R10

• **Activity III:** 20%. 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. 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+E3+E5+E8+E11
- EVALUATED LEARNING OUTCOMES:  
R1+R2+R3+R4+R5+R6+R7+R8+R9+R10

## TIME LINKING

Below you can see a grid showing the time linking for this subject. This gives an overview of the tasks and exams required to complete this subject as well as the time you should dedicate to prepare properly for completing successfully this subject.



Activity	Assessment	Competencies (C ) and Learning Outcomes (R ) assessed.	Particular conditions	Commitment
<p><b>Activity 1:</b> Global company proposed</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Analyze its external and internal environment</li> <li><input type="checkbox"/> Measure its Competitive Advantage.</li> </ul>	20%	<p>Competencies: G1+G5+G6+C B2+CB3+CB4 +E1+E3+E4+E 5+E8+E11</p> <p>Learning outcomes: R1+R2+R3+R 4+R7+R8+R9+ R10</p>	<p>Individual</p> <p>Delivery is mandatory at the established date.</p> <p>Not eligible to re-assessment.</p>	10 hours
<p><b>Activity 2:</b> Identify potential strategies (pros &amp; cons)</p>	10%	<p>Competencies: G1+G3+G5+G 6+CB2+CB3+ CB4+T1+T2+T 3+T7+E3+E5+ E8</p> <p>Learning outcomes: R1+R2+R3+R 4+R5+R8+R9+ R10</p>	<p>In pairs</p> <p>Delivery is mandatory at the established date.</p> <p>Not eligible to re-assessment</p>	20 hours
<p><b>Activity 3:</b></p> <p>Students will make a strategic plan for</p>	20%	<p>Competencies: G1+G2+G3+G5 +G6+CB2+CB3 +CB4+T1+T2+ T3+T7+E1+E5+ E8+E11</p> <p>Learning outcomes:</p>	Groups 5/6 persons	20 hours

<p>a company willing to expand its business internationally.</p> <p>Written assignment and oral presentation.</p>		<p>R1+R2+R4+R5 +R6+R7+R8+R9+R10</p>		
<p>Exam :</p>	<p>40%</p>	<p>Competencies: G1+G2+G3+G5 +G6+CB2+CB3 +CB4+T1+T2+T3+T7+E1+E3+E4+E5+E8+E11</p> <p>Learning outcomes: R1+R2+R3+R4+R5+R7+R9</p>	<p>Eligible for re-2 hours assessment providing student has made adequate <small>progress during</small> the continuous assessment.</p>	

### METHODOLOGY:

The subject is classroom-based and combines theoretical knowledge with 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 students to dedicate some hours of personal work to this subject on a regular basis 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:**

- **Concepts in Strategic Management and Business Policy:** Globalization, Innovation and Sustainability. Thomas L. Wheelen, J. David Hunger. 15<sup>th</sup> edition Published 21 Nov 2017 by Pearson
- **Internationalization,** Firm Strategies and Management. Colin Wheeler, Frank McDonald,, Irene Greaves, published in 2003 by Palgrave Macmillan.
- **The 36 Ancient Chinese Strategies for Modern Business,** Lan Bercu – Ed. LAC International Press; Edición: First (9 de abril de 2014)

**Complementary recommended readings:**

- **The Art of War: The Strategy of Sun Tzu** The Denma Translation – Sun Tzu, Ed Shambhala Classics, 2002
- **La estrategia del océano azul.** Cómo crear nuevos espacios de mercado donde la competencia sea irrelevante, W. Chan Kim, Renée Mauborgne
- **Blue Ocean shift, beyond competing.** W.Chan & Renée Mauborgne. Hachette Books, 2017
- **Competitive Advantage,** creating and sustaining superior performance Michael Porter. Simon & Schuster, 1985
- **From Local Champions To Global Masters,** A Strategic Perspective on Managing Internationalization. Paul Verdin, Mr Nick Van Heck, published in 2001 by Palgrave Macmillan.

**Additional material** on specific topics in readings, books and videos will be given in documents specially prepared for these subjects