

Technical Guide for the Course

Key Data for the Course	
Course	Internationalization Models
Code	E000006045
Degree	Master International Management
Taught in	Master International Management
Level	Official Post-graduate Masters Degree
Trimester	Trimester (trimestre 2)
Credits	2,0 ECTS
Type	Obligatory
Responsible	Juan Antonio Gil Serra
Office Hours	Continuous via email

Faculty	
Professor	
Name	Juan Antonio Gil Serra
Department / Area	Advantere School of Management – Masters International Management
Office Hours	Continuous via email
Electronic Mail	j.gil@advantere.com

SPECIFIC DATA FOR THE COURSE

Context for the Course
<p>Contribution to the Professional Profile</p> <p>The course will not only review the knowledge and approach in the internationalization process of a firm, but specifically will help students with the mental frameworks and analytical capability to support the strategic decisions within an internationalization initiative.</p> <p>At the completion of the course, the students will be able:</p> <ul style="list-style-type: none"> • To acknowledge a clear and rigorous vision of the internationalization process and its different aspects, including the major decisions to be made (location, timing, entre modes, etc.) • To understand the reality of global pressure and need for local responsiveness, considering a variety of situations: geographies, industries, etc. • To manage the necessary tools –and mindset– to manage international / global firms, considering organizational structures, global value chain, monitoring mechanisms, etc. • To be familiar with the major trends and challenges that the changing VUCA environment poses in the management of international interests. <p>The decision to internationalize a company implies for it, whether it is a large company or an SME, facing a series of questions whose answers may be different depending on the context (sectoral and geographical) and depending on the organization, and which end up shaping the different internationalization strategies. This subject is built around the following contents:</p>

- Differences between global, multi-domestic and international industries; Implications of said differences for the strategy of a company and for its organization;
- Evaluation and diagnostic models and tools for the choice of destination countries in the internationalization process;
- Identification and choice of the different possible modes of entry and the risks associated with each of them (organic growth, inorganic growth);
- Sources of competitive advantage in different markets;
- Global management versus local management;
- Design of the organizational structure in the international company;
- The management of relations between the parent company and the subsidiaries;
- Optimization and coordination of activities throughout the value chain in a delocalized structure;
- Singularities of the internationalization strategy of SMEs and newly created companies that are already born with a vocation to be global.

Competencies and Learning Outcomes

Competencies

GENERAL

GC 01. Cognitive capabilities of analysis and synthesis applied to global business situations and international organizational management problems

LR 1. Face the analytical study of cases and scenarios, as well as carry out synthesis of information and data.

GC 02. Information and data management as key elements for decision-making and identification, formulation and resolution of business problems.

LR 1. Search and analyze information from various sources.

LR 2. Properly searches, knows, synthesizes and uses primary and secondary data from various sources.

LR 3. Discerns the value and usefulness of different sources and types of information, contrasting them, critically analyzing them and incorporating personal assessment.

LR 4. Incorporates the information into personal speech.

LR 5. Properly cites the sources used.

GC 03. Ability in group to develop and execute in its different phases management projects of international companies based in real situations.

LR 1. Providing real solutions and making efficient all interactions with the team, customers and other stakeholders.

GC 04. Exercise of a global mindset applied to listening, negotiation and working in multidisciplinary teams to be able to operate effectively in different roles, and, where appropriate, assume leadership responsibilities in an international organization.

LR 1. Use dialogue to collaborate and build good relationships.

LR 2. Listen to the opinions of others and engage in constructive dialogues.

LR 3. Able to conduct a persuasive exchange of ideas through a negotiating process to reach agreements with others.

LR 4. Know the technique of debate and oratory and knows how to use it in professional matters.

LR 5. Assess the potential of conflict as an engine of change and innovation.

LR 6. Communicate ideas effectively and argued.

LR 7. Look for the value of other team members and enhance others skills and strengths, making them feel an important part of the team.

LR 8. Lead the work of the team, organizing and delegating tasks correctly.

GC 05. Ethical commitment in the application of universal moral values and values of the organization in the context of ethical, corporate and social responsibility dilemmas, with special sensitivity to international diversity.

LR 1. Assumes the deontology and the values associated with the performance of the profession.

LR 2. Pursues excellence in professional performance.

LR 3. Assumes a responsible attitude towards people, as well as towards the means and resources that are used or managed in an organization.

LR 4. Cares about the consequences that her activity and behavior may have for others.

LR 5. Incorporates in her discourse and in her proposals for actions, the consequences that they can have for the different stakeholders of a global organization.

LR 6. Understands and values different cultural and ideological perspectives.

GC.07 Use critical thinking for decision making and problem solving in the management processes of companies or international organizations.

LR 1. Able to organize and meet deadlines assigned to tasks.

LR 2. Hierarchize times and energies when carrying out your study

CG 08. Critical thinking applied to the comprehension and knowledge of business enterprises and their external context and internal management processes.

LR 1. Respects, values and celebrates diversity and has a cosmopolitan mindset.

LR 2. Is interested in knowing and critically reflecting on world problems and how they interact in your life and in the lives of others.

LR 3. Is capable of constructing his own discourse within the context of debate and exchange of opinions.

LR 4. He actively participates in those activities that expose him to opinions and realities different from his own.

Specific

SC 01. Knowledge of the characteristics and key dimensions of the current global business environment and understanding of the external forces that can influence international business activity and the practice of multinational management.

LR 1. Critically analyzes the nature of globalization and assesses its impact on business and international management.

LR 2. Describes the evolution and main dimensions of globalization.

LR 3. Explains the functions of the different institutions and agents in the organization of the current global scenario.

LR 4. Knows and understands a variety of theories, models and tools that can be applied to analyze and evaluate the global business environment and to solve problems and case studies.

LR 5. Describes the main theories of trade, liberalization and internationalization used to understand the current global business environment.

LR 6. Critically evaluates the regulatory environment in which international business operate.

LR 7. Identifies relevant issues that impact the global business environment (such as social and ethical responsibility; environment; global financial crisis) and evaluates the diverse responses of companies and other international agents to these issues.

SC 02. Understanding and contextualization of internationalization as part of a company's corporate strategy, oriented to the achievement of a sustainable competitive advantage.

LR 1. Values the internationalization strategy as part of corporate development. organization, and is able to apply them in real situations.

LR 2. Knows the theories, models and tools that link the internationalization strategy with the mission, vision and objectives of the organization, and is able to apply them in real situations.

LR 3. Knows the theories, models and tools that analyze the implications of the internationalization strategy for the company's stakeholders and is able to apply them in real situations.

LR 4. Knows and applies strategic analysis models and tools (external and internal), and is capable of identifying threats, opportunities, the weaknesses and strengths of an international company.

LR 5. Is able to define different competitive strategies for a company that operates simultaneously in different markets, reflecting on the best option when it comes to transferring these strategies to each geographical context (degree of coordination versus degree of independence).

LR 6. Understands and reflects on the handicaps of different types of organizations in the process of internationalization (large company; SMEs; companies born global).

SC 03. Knowledge and assessment of the adequacy of the different internationalization strategies and the various organizational structures possible according to the geographical and sectorial context, from which the student can recommend alternatives for action for an international company

LR 1. Is able to identify the key strategic decisions in the internationalization process of a company.

LR 2. Know and apply to real situations different theories, models and analysis tools to address the choice of destination countries in the process of internationalization of a company.

LR 3. Know the different possible modes of entry into a new geographic market, as well as the risks associated with each of them, being able to apply that knowledge to make practical recommendations.

LR 4. Define which internationalization strategy is most appropriate in each case, considering its implications when transferring the competitive strategy of the organization.

LR 5. Identify potential sources of competitive advantage in different markets and determine which competences need to be developed and managed in a delocalized way and which ones centrally.

LR 6. Design the most appropriate organizational structure for the internationalization strategy defined in a specific company.

LR 7. Is able to particularize the key strategic decisions in an internationalization process, depending on whether it is an SME, a company born global or a large multinational company.

SC 10. Ability to identify and understand current dynamics and practices in the management of global companies, applying them if necessary to real situations

LR 1. Shows interest in extending her training and is updated in her interventions.

LR 2. Shows interest in setting contact with professionals, actively participating in those activities that allow her to approach the professional practice of international management.

LR 3. Knows and consults on a regular basis the organizations, professional forums and publications that allow to be updated in the professional practice.

LR 4. Identifies through contact with professionals and participation in practical cases and events, attendance to conferences and other activities, challenges and management tools for the different functional areas of a global company, being able to propose actions for the resolution of real problems

CONTENTS AND MODULES

Contenidos – Bloques Temáticos

1. The Multinational Enterprise theories: nature and origin
2. Analysis of the location choice decision: Country analysis and selection methods
3. Firms' International Strategy
4. Entry modes
5. Organizational design
6. Rethinking internationalization and globalization

METODOLOGÍA DOCENTE

General Methodological Aspects of the Subject

The teaching methodology will be fundamentally practical, based on discussion of cases and reference articles, and above all on the discussion and resolution of a project. As a complement, the teachers will explain the key theoretical concepts, building on the previous reading and study of the students.

With this, it is intended to achieve a full understanding of the theoretical concepts and the ability to address and solve various problems and challenges that international companies can face.

Face to Face Methodology: Activities

- Keynote presentations and discussion of theoretical aspects
- Analysis of cases and resolution of a business challenge
- Discussions in class and presentations of results / proposals

Non Face to Face Methodology: Activities

- Independent study
- Investigation and preparation of cases, individually and in groups
- Tutoring and accompaniment sessions.

SUMMARY OF THE WORKING HOURS FOR STUDENTS

CLASSROOM HOURS	
Expository Lessons	Analysis and resolution of cases and exercises, individual or collective
9	11
NON CLASSROOM HOURS	
Individual study, documentation and organized reading	Analysis and resolution of cases and exercises, individual or collective
15	25
CREDITS ECTS: 2 (50 hours)	

EVALUATION AND GRADING CRITERIA

Activities	Evaluation Criteria	Weight
Assessment of individual participation and individual work done by students	<ul style="list-style-type: none"> > Attendance and active participation of the student (15%) > Evaluation of cases or exercises prepared individually by the student (10%) 	25 %
Individual Exam	Throughout the course there will be exams or written tests in which the solidity of the concepts acquired will be put to the test.	25 %
Evaluation of Group Work	<ul style="list-style-type: none"> > Evaluation of cases or exercises (10%) > Evaluation of the project/final monographic work, analyzed and prepared in a group (30%) > Oral presentation in class of group work (10%) 	50 %

Grades

The evaluation criteria of the subject are governed by the following regulations:

- ✓ } All students must meet 100% attendance on the days set for this subject. Any absence must be excused.
- ✓ } The final mark corresponds to the sum of the evaluation activities, evaluation criteria and weight described in the Evaluation and Qualification Criteria section.
- ✓ } Individual and group work must be handed in at the time and in the manner provided by the subject teacher.
- ✓ } A final mark below 5 implies the completion of an extraordinary test. The final mark in this exam may not be higher than the median of those approved in the ordinary call.

Evaluation criteria to apply to the second registration

The student enrolled in the subject for the second year must comply with the individual and group tasks set by the subject teacher. The same evaluation criteria expressed in the Evaluation and Qualification Criteria section will be maintained.

For those circumstances not provided for in this Teaching Guide, the Advantere School of Management Regulations and the Comillas General Regulations will apply.

BIBLIOGRAPHY AND RESOURCES

Basic Bibliography

Hill, Charles and others. Global Business Today. Mc Graw Hill.