



COMILLAS

UNIVERSIDAD PONTIFICIA

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CIHS

Syllabus
2025 - 2026

FICHA TÉCNICA DE LA ASIGNATURA

Datos de la asignatura	
Subject name	Business Internationalization
Subject code	E000013648
Main program	Bachelor's Degree in Business Administration and Management
Involved programs	Grado en Administración y Dirección de Empresas (E-2) [Fourth year] Grado en Administración y Dirección de Empresas (E-2) - en inglés [Fourth year] Grado en Administración y Dirección de Empresas y Grado en Análisis de Negocios/Business Analytics [Fourth year]
Quarter	Semestral
Credits	6,0 ECTS
Type	Optativa (Grado)
Department	Departamento de Gestión Empresarial
Coordinator	Laura Fernández Méndez
Course overview	This course analyzes the key aspects of the socio-economic, political, and cultural context surrounding the internationalization of organizations, shaped by the phenomenon of globalization. It addresses the main strategic decisions that an organization must face during an internationalization process and delves into the unique characteristics of international management in some of the company's key functional areas. The course emphasizes the uncertainty and ambiguity introduced by differences between geographic contexts in the strategic management process. It provides students with tools to help them manage increasingly complex information.

Datos del profesorado	
Teacher	
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DATOS ESPECÍFICOS DE LA ASIGNATURA

Contextualización de la asignatura
Aportación al perfil profesional de la titulación
Understanding the key aspects of the socio-economic, political, and cultural context surrounding the internationalization of organizations, which is shaped by the phenomenon of globalization. The course also addresses the main strategic decisions that an organization must face during an internationalization process and delves into the unique characteristics of international management in some of the company's key functional areas. The uncertainty and ambiguity arising from differences between various geographic contexts are highlighted, providing students with tools to help them manage increasingly complex information



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Prerrequisitos

None formally required, but the development of the course assumes a basic understanding of Economics as a discipline and of the meaning and functioning of business, as covered in previous subjects of the degree program.

Competencias - Objetivos

Competencias

GENERALES

CG2	Capacidad de gestionar información y datos provenientes de fuentes diversas para hacer un análisis crítico y un correcto diagnóstico de la realidad empresarial.	
	RA1	A partir de la información y datos obtenidos de fuentes diversas, identifica problemas empresariales determinando, el origen/las causas de los mismos.
	RA2	Es capaz de realizar dicho proceso de diagnóstico dando y recibiendo feed-back de forma asertiva, que ayude a incrementar la integración y la confianza en los equipos de trabajo.
CG3	Capacidad para la resolución de problemas y toma de decisiones empresariales seleccionando y aplicando adecuadamente las técnicas pertinentes de análisis de datos	
	RA1	Identifica, captura y analiza de forma eficiente datos de fuentes primarias y secundarias que sean necesarios para el análisis del entorno competitivo de la empresa

ESPECÍFICAS DE OPTATIVIDAD

CEOPT3(OE)	Conoce el contexto internacional de la empresa, y el sentido de las estrategias de internacionalización.	
	RA1	Comprende las claves del contexto socio-económico, político y cultural que enmarcan la internacionalización de las organizaciones, y su trascendencia para la supervivencia de las organizaciones.
	RA2	Conoce y utiliza los principales modelos y herramientas disponibles para la ayuda a la toma de decisiones de internacionalización de las organizaciones.
	RA3	Argumenta y critica acerca de las distintas implicaciones éticas de la internacionalización empresarial

BLOQUES TEMÁTICOS Y CONTENIDOS

Contenidos – Bloques Temáticos

MODULE 1: GLOBALIZATION AND INTERNATIONAL BUSINESS

Topic 1: Globalization and International Business

1.1. The Globalization of Markets and Production

1.2. The Drivers of Globalization



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1.3. Businesses in a Changing Global Economy

Topic 2: International Trade and Foreign Direct Investment

2.1. The Theory of International Trade

2.2. Multinational Enterprises and Foreign Direct Investment

MODULE 2: THE ENVIRONMENT OF THE MULTINATIONAL ENTERPRISE

Topic 3: Regional Economic Differences

3.1. Political Systems

3.2. Economic Systems

3.3. Economic Development and the Multinational Firm

Topic 4: National Cultural Differences

4.1. The Concept of Culture

4.2. Social Structures

4.3. Value and Belief Systems

4.4. Language and Education

MODULE 3: COMPETING IN GLOBAL MARKETS

Topic 5: Entering Foreign Markets

5.1. The Role of International Strategy as a Guiding Framework

5.2. Key Entry Decisions in International Markets

5.3. Entry Modes

5.4. Artificial Intelligence and International Decision-Making

Topic 6: Organization of the Multinational Firm

6.1. Organizational Structure

6.2. Organizational Culture

6.3. Global Value Chains

Ethical Considerations in Global Business Management

METODOLOGÍA DOCENTE

Aspectos metodológicos generales de la asignatura



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This course is delivered through a highly participatory methodology, focused both on the theoretical foundations that contribute to a deep and diverse understanding of the context in which business decisions are made, and on the practical application of these concepts in professional practice.

This course will apply Level 3 of the AI (Artificial Intelligence) Assessment Scale (Perkins, Furze, Roe & MacVaugh, 2024), corresponding to the category AI Collaboration. At this level, the use of AI tools is allowed as support in the completion of certain activities throughout the course.

Students may use AI tools to:

Draft texts

Refine written work

Evaluate their own work

However, students must critically assess and revise any output generated by AI tools. Improper or fraudulent use of AI will be considered a serious offense, in accordance with the University's General Regulations, Article 168.2.e: "actions intended to falsify or defraud academic performance evaluation systems."

Consequences may include:

Temporary suspension of up to three months

Prohibition from taking exams in the next session for one or more enrolled courses

A failing grade (0) in the respective course

Prohibition from retaking the exam in the following session

Any use of AI tools that violates the internal rules of the course regarding their use will be considered fraudulent and/or inappropriate.

Rules for Student Use of Artificial Intelligence Tools

Students must ALWAYS:



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Clearly and explicitly indicate how AI was used and which AI tool was employed. All content generated with AI must be labeled as such. Any AI-generated content that has been adapted must also be labeled accordingly, just as authors are cited. Failure to do so will result in a grade of zero (0) for the task or activity.

Include, as supplementary material (annexes), the full prompt (questions and responses) used in their interaction with the AI to generate the task. Failure to do so will result in a grade of zero (0) for the task or activity.

In the case of group work, any improper use of AI will result in sanctions for all group members, in accordance with Article 168.2.e of the University's General Regulations.

Ensure that the work includes academic references and up-to-date data.

Be prepared to submit partial drafts of the work and, if requested, to defend them orally, either individually or as a group.

These rules are intended to encourage students who choose to use AI tools to do so responsibly and critically. At no point are these rules meant to discourage the use of AI; rather, their sole purpose is to ensure its appropriate and effective use, maximizing its potential benefits.

Metodología Presencial: Actividades

AF1. Lecciones magistrales participadas. Sesiones en las que el profesor define y aclara conceptos y terminología específica, identifica los principales debates y líneas de pensamiento sobre la materia en cuestión, e ilustra sus explicaciones con ejemplos y experiencias relacionados con los contenidos. El profesor interactúa con los alumnos, potenciando su participación activa para discutir, debatir o profundizar sobre matices y aspectos de contenidos más complejos, polémicos, multidimensionales o con un mayor componente ideológico.

AF2. Análisis y resolución de casos. Planteados por el profesor a partir de materiales apropiados para cada tipo de contenido con objeto de que los alumnos (trabajando en equipo o individualmente y guiados por el profesor) puedan poner en práctica los conocimientos adquiridos, identificando problemas, valorando y debatiendo alternativas de decisión y argumentando propuestas de elección. Alternativamente, el caso toma forma de comentario que realizan los alumnos a partir de noticias de actualidad seleccionadas por ellos sobre temas directamente vinculados con los contenidos de la asignatura.



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AF3. Debates y discusión de casos. En el marco de la resolución de un caso o como actividad independiente, los alumnos han de confrontar distintas ideas y posiciones personales alrededor de aspectos controvertidos del temario. Requieren una labor de investigación previa por parte de los alumnos para construir y fundamentar los argumentos que serán utilizados a lo largo del debate.

AF4. Presentación oral de trabajo de investigación. Exposición pública y defensa en el aula de la justificación, objetivos y principales hallazgos del trabajo de investigación que ha de ser realizado a lo largo del curso.

AF1. Participatory Lectures. Sessions in which the instructor defines and clarifies key concepts and specific terminology, identifies the main debates and schools of thought related to the subject matter, and illustrates explanations with examples and experiences connected to the course content. The instructor interacts with students, encouraging their active participation to discuss, debate, or delve deeper into nuances and aspects of the content that are more complex, controversial, multidimensional, or ideologically charged.

AF2. Case Analysis and Resolution. Presented by the instructor using materials appropriate to each type of content, with the aim of enabling students (working individually or in teams and guided by the instructor) to apply the knowledge acquired by identifying problems, evaluating and debating decision-making alternatives, and arguing for proposed solutions.

Alternatively, the case may take the form of a commentary prepared by students based on current news items they select, directly related to the subject matter of the course.

AF3. Debates and Case Discussions. En el marco de la resolución de un caso o como actividad independiente, los alumnos han de confrontar distintas ideas y posiciones personales alrededor de aspectos controvertidos del temario. Requieren una labor de investigación previa por parte de los alumnos para construir y fundamentar los argumentos que serán utilizados a lo largo del debate.

AF4. Oral Presentation of Research Project. Public presentation and in-class defense of the rationale, objectives, and main findings of the research project to be carried out throughout the course.

Metodología No presencial: Actividades

AF6. Content Study Reading of core documentation and supplementary materials provided by the teaching team (or suggested for



independent research by the student), with the aim of enabling students to understand and reflect on the essential content of the course. This activity helps students acquire the theoretical foundation necessary to engage with the various tasks proposed throughout the course.

AF7. Monographic Research. Development of a research project based on a question formulated by the student in relation to the course content, with the aim of systematizing or generating knowledge, or of producing diagnoses and action proposals for specific cases.

AF8. Tutorial Sessions. Designed to address problems and obstacles that may arise during the learning process and the acquisition of competencies.

RESUMEN HORAS DE TRABAJO DEL ALUMNO

CLASSROOM HOURS
NON-PRESENTIAL HOURS
ECTS CREDITS: 6,0 (0 hours)

EVALUACIÓN Y CRITERIOS DE CALIFICACIÓN

The use of AI to produce full assignments or substantial parts thereof, without proper citation of the source or tool used, or without explicit permission in the assignment instructions, will be considered plagiarism and therefore subject to the University's General Regulations.

Evaluation activities	Evaluation criteria	Weight
AE1. Theoretical-Practical Written Exam through Case Analysis	- Understands and connects essential ideas of the subject - Knows and applies different theories, models, and tools in solving practical problems - Uses detailed, structured, logical arguments grounded in the appropriate theoretical and analytical framework	50 %
	- Uses diverse, relevant, and comprehensive sources of information, in Spanish and in a foreign language - Understands bibliographic material and uses it to create coherent arguments	



AE2. Written Group Research Project	• Expresses ideas in writing with precision and correctness • Expresses ideas orally with ease, fluency, and clarity • Shows openness to criticism and to revising their own ideas • Takes responsibility for meeting agreed deadlines and conditions • Team members' assessment of their teamwork skills	20 %
AE3. Active participation in lectures, practical case discussions, debates, and contributions to the defense of other groups' projects	• Expresses ideas orally with ease, fluency, clarity, and conviction • Presents opinions in a reasoned and concise manner • Shows openness to criticism and to revising their own ideas • Shows interest and curiosity about the topics discussed, beyond grading • Evaluates their own work and that of others • Recognizes and values cultural and human diversity without falling into ethnocentric perspectives	15 %
AE4. Analysis and resolution of practical cases. Test of knowledge acquisition	• Makes decisions and solves practical problems using theoretical foundations • Uses detailed, structured, logical arguments grounded in the appropriate theoretical and analytical framework • Acquisition of Theoretical Knowledge	15 %

Calificaciones

ADDITIONAL NOTES ON GRADING

To pass the course, it is a necessary condition to obtain a minimum grade of "5" both in the final exam and in the set of other graded activities throughout the course (continuous assessment).

Students who, for any reason, have been granted exemption from class attendance must take a theoretical-practical exam covering all course content, with only the result obtained in this exam being considered, which they must take at the end of the course.

Regarding the extraordinary July session, students must attend if:

1. They have not passed the final exam of the course, in which case they must take the written exam corresponding to the extraordinary session, and the final grade for the course will be calculated using the previously stated weightings.



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2. They have not achieved a minimum grade of "5" in the set of other assessment activities. In this case, they must take the exam scheduled for the extraordinary session and, additionally, complete the practical activities established by the instructor.

To maintain the right to take the final exam in the ordinary session, the student must attend at least 75% of the classes.

BIBLIOGRAFÍA Y RECURSOS

Bibliografía Básica

Libros de texto / Text books

Hill, C.W.L., (2024): Global Business Today, 12ª ed., Nueva York: McGraw-Hill (global edition).

Página web / Web pages

Academy of International Business, <http://aib.msu.edu/>

globalEDGE, <http://globaledge.msu.edu/>

ICEX, <http://www.icex.es>

World Trade Organization, <http://www.wto.org/>

Real Instituto Elcano, <http://www.realinstitutoelcano.org>

UNCTAD, <http://www.unctad.org>

Global Compact, <http://www.unglobalcompact.org/>

World Business Council for Sustainable Development, <http://www.wbcsd.org>

Apuntes / Notes

Se proporcionan a los alumnos a través de la plataforma virtual / Provided to the student through the SIFO platform