

<b>Subject information</b>	
<b>Name</b>	<b>Internationalizing the company</b>
<b>Qualification</b>	<b>MIM</b>
<b>Course</b>	<b>2016-2017</b>
<b>Semester</b>	<b>2nd semester</b>
<b>ECTS Credits</b>	<b>3</b>
<b>Type</b>	<b>(Ordinary)</b>
<b>Department</b>	<b>ICADE Business School</b>
<b>Area</b>	<b>Management</b>

<b>Faculty</b>	
<b>Professor</b>	
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<b>Tutorial hours</b>	<b>Consult with Lecturer</b>

#### **SPECIFIC DETAILS OF THE SUBJECT**

<b>Context of the course</b>
<b>Contribution to the professional profile of the degree</b>
<p>Nowadays, internationalization is more a need than an option. The process of globalization is probably the strongest force that has been changing the business environment. This environment is marked by commercial, financial and cultural barriers that are becoming ever more porous and are therefore driving the interdependent growth of national economies. Operating in this increasingly complex environment poses a challenge for companies. It is not only large multinational companies that are affected: we can in fact connect, with increasing ease, business management and the management of international companies. However, there still exists a difference between the domestic and international nature of a company.</p>

Although this subject places an emphasis on multinational companies, due to its extraordinary prominence in international investment, the subject's general objective is to provide the student with an encompassing view on the internationalization process of the firm. This subject places its major emphasis on the analysis of the firms' internationalization process, international strategy, the adoption of the entry mode, location choice and organizational design.

### Objectives

The main objective of this course is to provide the student with the required knowledge to understand the internationalization process of the firm.

- Understanding and evaluation of the different internationalization strategies and organizational structures, based on the geographical and sectorial context, with the aim of recommend different alternatives of action.
- Identification of the key strategic decisions in the firms' process of internationalization.
- Understanding of the different theories of the firm internationalization, models and tools to make the location choice decision
- Understanding of the main entry modes and the advantages and disadvantages associated with them.
- Identification of the right international strategy in each particular case, and its implications for the firms' competitive strategy.
- Identification of the potential sources of competitive advantages in different markets.
- Designing of the right organizational structure considering the firm's international strategy
- Understanding of the main differences in the internationalization of SME, Born Globals and MNEs.

## CONTENTS

Contents
1. The Multinational enterprise: nature and origin
2. The moment of the internationalization
3. Analysis of the location choice decision
4. Entry mode
5. The internationalization process of the firm

6. Firms' international strategy
7. Organizational design
8. SMEs, Born Globals and MNEs

<b>Skills</b>
<b>General skills</b>
<p>GENERAL SKILLS (CG):</p> <p>CGI 1. Ability to analyze and summarize</p> <ul style="list-style-type: none"> <li>RA1. Understanding of all the references related with the course.</li> <li>RA2. To organize, classify, and summarize in a proper way the bibliographic content related with the course</li> </ul> <p>CGI 2. Problem solving and decision making</p> <ul style="list-style-type: none"> <li>RA1. Identification of the main constraints that affect the decision making process and find the best solution.</li> <li>RA2. Make decisions and resolve problems applying the theoretical contents and following the usual methodologies regarding problem solving.</li> </ul> <p>CGI 4. Ability to manage information from a range of sources</p> <ul style="list-style-type: none"> <li>RA1. Searching and using of documentation from different sources of information to develop learning activities, based on the sources quality and usefulness.</li> <li>RA2. The development of critical thinking, questioning the information gathered, providing conclusions and his/her own perspectives.</li> <li>RA3. To be clear and concise in the use of information</li> </ul> <p>CGS16 – Action and quality orientation</p> <ul style="list-style-type: none"> <li>RA1. Resolution of real cases</li> </ul> <p>CGS 17. Ability to develop and transmit ideas, projects, reports, solutions and problems</p> <ul style="list-style-type: none"> <li>RA1. Development of arguments in a critical way.</li> <li>RA2. Understanding and application of different theories, models and tools to solve real cases.</li> </ul>
<b>Specific skills of the subject - knowledge area</b>
<p>CE 03. Understanding and evaluation of the different internationalization strategies and organizational structures, based on the geographical and sectorial context, with the aim of recommend different alternatives of action.</p> <p>RA 1. Identification of the key strategic decisions in the firms' process of internationalization.</p>

- RA 2. Understanding of the different theories of the firm internationalization, models and tools to make the location choice decision.
- RA 3. Understanding of the main entry modes and the advantages and disadvantages associated with them.
- RA 4. Identification of the right international strategy in each particular case, and its implications for the firms' competitive strategy.
- RA 5. Identification of the potential sources of competitive advantages in different markets.
- RA 6. Designing of the right organizational structure considering the firm's international strategy.
- RA 7. Understanding of the main differences in the internationalization of SME, Born Globals and MNEs.

## TEACHING METHODOLOGY

General learning and teaching approach of the course	
<b>Class-based teaching activities</b>	
Lectures	CGI1, CGI4
Case-study analysis and resolution, presentations	CGI1, CGI2, CGI4, CGS16, CGS17,
Class discussion	CGS17,
<b>Outside classroom activities</b>	
Independent study	CGI1, CGI4
Monographic research	CGI1, CGI2, CGI4, CGS16, CGS17,
Tutorial sessions	CGS17

## ASSESSMENT ACTIVITIES

Assessment activities	WEIGHT
Class participation	30%
Final Exam	50%
Final Project	20%

For the re-sit exam period the final exam will be the 100% of the final mark.

SUMMARY OF STUDENT WORK HOURS *			
ATTENDANCE HOURS			
Theoretical classes	Practical classes	Academically supervised activities	Assessment
14	14		2
NON ATTENDANCE HOURS			
Self-study of theoretical contents	Self-study of practical contents	Group work	Study
10	10	10	15
ECTS CREDITS:			3

## BIBLIOGRAPHY AND RESOURCES

Basic bibliography
Text books
<ul style="list-style-type: none"> <li>• Hill, C.W.L., Udayasankar, K., Chow Hou, W. (2014): <i>Global Business Today</i>, 8<sup>a</sup> ed., Nueva York: McGraw-Hill (global edition).</li> <li>• Guillén, M. F., &amp; García-Canal, E. (2010). <i>The new multinationals: Spanish firms in a global context</i>. Cambridge University Press.</li> <li>• Guillen, M., &amp; García-Canal, E. (2012). <i>Emerging markets rule: Growth strategies of the new global giants</i>. McGraw Hill Professional.</li> </ul>

Articles: provided to the student