



Universidad
de Alcalá

GUÍA DOCENTE

INTERNATIONALIZATION STRATEGIES

**Grado en Economía y Negocios
Internacionales**

Universidad de Alcalá

Curso Académico 2018/19

PROGRAMME GUIDE

Name of the Subject:	INTERNATIONALIZATION STRATEGIES
Code:	340079
Career title:	Grado en Economía y Negocios Internacionales
Department and knowledge area:	Economía y Dirección de Empresas Organización de Empresas
Character:	Elective
ECTS (credits):	6
Course and term:	4th Year / Second Semester
Professor:	Carolina M^a González Pérez Responsible: M ^a Teresa del Val Núñez
Tutorials:	Tutorials at convenient times for student and Professor (carolinam.gonzalez@uah.es)
Language:	English

1. PRESENTATION

One of the most important world trends in the past twenty years has been the rapid and sustained growth of international business. Markets have become global for most goods and services. Today advances in communications and transportation have facilitated the acceleration of MNEs' expansion and also the internationalization of SMEs.

This course is designed to provide the student with an introductory overview of HOW TO DESIGN THE INTERNATIONALIZATION STRATEGY OF A COMPANY. In the process of designing its internationalization strategy, the company must answer three basic questions:

- a) When to internationalize (TIMING OF ENTRY)?
- b) Where to internationalize (TARGET MARKETS)?
- c) How to internationalize (ENTRY MODES)?

The development of an INTERNATIONAL MARKETING-MIX PLAN is also essential.

Others aspects of the internationalization processes that will be covered in the course are: SOURCES OF INFORMATION AND SUPPORT for the internationalization processes, COMMERCIAL MISSIONS as one of the tools for exploring and pursuing export opportunities, INTERNATIONAL NEGOTIATION as a crucial management tool to succeed in international markets, SUPPLIER EVALUATION PROCESSES that companies may face when exporting to new markets and forms of FOREIGN DIRECT INVESTMENT from a corporate perspective.

Finally, the course is aimed at applying the concepts learned through practical activities, case studies and projects in order to help the student to experience "real-life" situations.

Pre-requisites: students should have passed at least a course on *Introduction to Business Economics* or, ideally, on *Strategic Management*.

2. LEARNING OUTCOMES

Learning outcomes include both theoretical and practical skills.

Generic learning outcomes:

1. Reading comprehension
2. Ability to collect, organize, analyse and synthesise information
3. Ability to debate and communicate ideas and to express them orally and in writing
4. Ability to apply the concepts learned through practical activities
5. Ability to experience and resolve “real-life” situations
6. Ability to plan and organise work
7. Skills for learning individually and in groups
8. Skills for Team-Work

Specific learning outcomes:

1. Capacity to understand the reasons behind the decision of going international, factors behind success and special difficulties to be faced.
2. SWOT analysis as a first step for the formulation of an internationalization strategy.
3. Design of the preliminary internationalization strategy of a company, including aspects related to stages of the internationalization process, selection of the target countries, selection of the most appropriate entry modes and development of an international marketing-mix plan.
4. Use of sources of information and instruments that governmental bodies put at the service of companies for their internationalization processes.
5. Become familiar with the practical operation of Commercial Missions and Supplier Evaluation Processes.
6. Acquire an idea of the different styles of negotiation by geographical areas and receive practical advices on how to behave in international business meetings.
7. Become familiar with the most important forms of Foreign Direct Investment.

3. CONTENTS

Units	Total hours
PART A – INTRODUCTORY OVERVIEW OF INTERNATIONALIZATION STRATEGIES	
1. THE DECISION OF GOING INTERNATIONAL	3
2. DESIGNING THE INTERNATIONALIZATION STRATEGY	3
3. TIMING OF ENTRY	4
4. TARGET MARKETS	6
5. ENTRY MODES	6
6. INTERNATIONAL MARKETING-MIX	6
PART B – OTHER ASPECTS OF THE INTERNATIONALIZATION PROCESSES	
7. SOURCES OF INFORMATION AND SUPPORT FOR THE INTERNATIONALIZATION PROCESSES	3
8. COMMERCIAL MISSIONS	4
9. INTERNATIONAL NEGOTIATION	4
10. SUPPLIER EVALUATION PROCESSES	3
11. FORMS OF FOREIGN DIRECT INVESTMENT (FDI) FROM A CORPORATE PERSPECTIVE	3

4. TEACHING-LEARNING METHODOLOGY

4.1. Credit distribution

Class assistance hours	Theory classes: 20 hours Practical classes: 25 hours
Personal study hours by student	105 hours
Total hours	150 hours

4.2. Strategic methodology, materials and educational resources

Class time	Theory and practical sessions Case studies Group works Role plays Videos
Self study	Reading and Researching Team Case Study Team Project

5. EVALUATION

EVALUATION CRITERIA:

The ordinary process of evaluation will be the CONTINUOUS ASSESSMENT of the student.

Students who do not wish to follow this method of evaluation must inform the Dean's Office in the first two weeks of the course explaining the reasons why they are not able to follow this study procedure.

CONTINUOUS ASSESSMENT includes:

- a. Class attendance, active participation and practical activities.
- b. Team Case Study to be conducted during the course and presented in class.
- c. Team Project to be elaborated during the course and presented in class.
- d. Final written exam.

Evaluation will be based on generic and specific learning outcomes, including both theoretical and practical skills, demonstrated through the active participation in class, the resolution of practical activities, the elaboration and presentation of a Team Case Study and a Team Project and the results obtained in the final written exam.

Ideally and as a general rule, students should pass all the different continuous assessment tests in order to pass the subject.

FINAL ASSESSMENT

Those students who opt for the final examination evaluation, must undergo a written exam and must also elaborate an Individual Project, as the only means of passing the subject in order to check if the individual learning procedure was sufficient to acquire the required learning outcomes.

EXCEPTIONAL ASSESSMENT

In exceptional exams, as it is not possible to carry out additional continuous assessment tests, the conditions for all students will be the same as the conditions for those students who opt for the final assessment. Exceptionally, the Professor can take into account some of the results obtained during the course if this would benefit the student.

MARKING CRITERIA:

According to RD 1125/2003, results must include both a numerical and qualitative result.

0,0 – 4,9	FAIL (SS)
5,0 – 6,9	PASS (AP)
7,0 – 8,9	SECOND CLASS HONOURS (NT)
9,0 – 10	FIRST CLASS HONOURS (SB)
9,0 – 10	DISTINCTION limited 5%

CONTINUOUS ASSESSMENT:

- a. Class attendance, active participation and practical activities: 10%
- b. Team Case Study to be conducted during the course and presented in class: 20%
- c. Team Project to be elaborated during the course and presented in class: 40%
 - c.1 – Individual work and presentation: 20%
 - c.2 – Global valuation of the Team Project: 20%
- d. Final written exam: 30%

FINAL AND EXCEPTIONAL ASSESSMENT:

- a. Individual Project: 50%
- b. Written exam: 50%

During the written exams, students must have at sight their DNI, passport or ID. Moreover, neither any type of documentation nor mobile, electronic or portable computing devices are allowed. A breach of this latter rule would lead to the student failing the exam.

6. BIBLIOGRAPHY

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- Albaum, G., Duerr, E. & Josiassen, A. (2016): *International Marketing and Export Management*, 8th Edition. Ed. Pearson.
- Arteaga Ortiz, J. (Coord.) (2013): *Manual de Internacionalización*. Ed. ICEX-CECO.
- Czinkota, M.R. et al (2006): *International Business*, 6th Ed. Mason/OH.
- Daniels, J.D. et al (2009): *International Business. Environments and Operations*, 12th Ed. Upper Saddle River.
- Diaz Mier, M.A. & Hernando Moreno, J. M. (2001): *Técnicas de Comercio Exterior*. Ed. Pirámide.
- Durán, J.J. (2000): *Estrategia y Economía de la Empresa Multinacional*. Ed. Pirámide.
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- Rialp, A.; Rialp, J. and Knight, G.A. (2010): *La vocación global de los nuevos modelos de PYMES, el caso de las empresas born globals*. *Economía Industrial* (1^o trimestre, año 2010) 375, 171 – 190.
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