



Universidad  
de Alcalá

# TEACHING GUIDE

## INTERNATIONALIZATION STRATEGIES

**Grado en Economía y Negocios  
Internacionales**

**Universidad de Alcalá**

**Academic Year 2019/2020**

## COURSE HANDBOOK

Title:	<b>INTERNATIONALIZATION STRATEGIES</b>
Code:	<b>340079</b>
Degree:	<b>Grado en Economía y Negocios Internacionales</b>
Department and knowledge area:	<b>Economía y Dirección de Empresas Organización de Empresas</b>
Type:	<b>Optional</b>
ECTS credits:	<b>6</b>
Year and Semester:	<b>4<sup>th</sup> Year / 2<sup>nd</sup> Semester</b>
Teaching Staff:	<b>Carolina M<sup>a</sup> González Pérez</b> Responsible: M <sup>a</sup> Teresa del Val Núñez
Office Hours:	<b>Tutorials to be arranged between the student and the teacher (carolinam.gonzalez@uah.es)</b>
Language:	<b>English</b>

### 1. INTRODUCTION

One of the most important world trends in the past twenty years has been the rapid and sustained growth of international business. Markets for most goods and services have become global. 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, TRADE 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 aims to apply the concepts learned through practical activities, case studies and projects to help the student 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 summarise 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 to go international, factors behind success and unique 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 range of instruments that governmental bodies put at the service of companies for their internationalization processes.
5. Become familiar with the practical operation of Trade 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
<b>PART A – INTRODUCTORY OVERVIEW OF INTERNATIONALIZATION STRATEGIES</b>	
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
<b>PART B – OTHER ASPECTS OF INTERNATIONALIZATION PROCESSES</b>	
7. SOURCES OF INFORMATION AND SUPPORT FOR THE INTERNATIONALIZATION PROCESSES	3
8. TRADE 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

Contact hours	<b>Theory classes: 20 hours Practical classes: 25 hours</b>
Independent study hours	<b>105 hours</b>
Total hours	<b>150 hours</b>

### 4.2. Methodology, teaching materials and resources

Classroom sessions	<b>Theory and practical sessions Case studies Group work Role play Videos</b>
Independent study	<b>Reading Research Team Project</b>

Collaboration will take place with CRAI-Library professionals so that students may participate in a learning activity to develop their skills in the use and management of information.

## 5. ASSESSMENT

### **ASSESSMENT CRITERIA:**

Students will be evaluated by CONTINUOUS ASSESSMENT.

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 Project to be developed during the course and presented in class.
- c. Final written exam.

Evaluation will be based on generic and specific learning outcomes, including both theoretical and practical skills, demonstrated through active participation in class, the resolution of practical activities, the development and presentation of the 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 complete a written exam and must also develop an Individual Project, as the only means of passing the course in order to check if the individual learning procedure was sufficient to acquire the required learning outcomes.

#### EXCEPTIONAL ASSESSMENT

In exceptional exams, where 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: 20%
- b. Team Project to be developed during the course and presented in class: 50%
  - c.1 – Global valuation of the Team Project: 25%
  - c.2 – Individual work and presentation: 25%
- c. 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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- 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<sup>º</sup> trimestre, año 2010) 375, 171 – 190.
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