



International business
strategy
Master in
Internationalization of
companies



UNIVERSIDAD
NEBRIJA

GUÍA DOCENTE

Course: International Business Strategy

Degree: Master's Degree in Business Internationalization

Type: Compulsory

Language: Spanish and English

Mode: On-site and distance

Credits: 6

Year: 1st

Semester: 1st

Professors/Teaching Team: David Cohen / Olga Butenko.

1. COMPETENCIES AND LEARNING OUTCOMES

1.1. Competencies

Basics Competencies

CB6: Understand knowledge that provides a basis or opportunity to be original in the development and/or application of ideas, often in a research context.

CB7: Apply the acquired knowledge and problem-solving ability in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their area of study.

CB8: Integrate knowledge and confront the complexity of formulating judgments based on information that, being incomplete or limited, includes reflections on the social and ethical responsibilities linked to the application of their knowledge and judgments.

CB9: Communicate their conclusions and the underlying knowledge and reasons to specialized and non-specialized audiences in a clear and unambiguous manner.

CB10: Possess learning skills that allow them to continue studying in a largely self-directed or autonomous manner.

General competences:

CG2 Understand newly presented problems and apply the most appropriate solutions within a national and/or international business context.

CG7 Student will be able to develop business and personal activities within ethical behaviors and social and environmental responsibility.

CG9 Student will be able to integrate basic technological tools and the necessary communication to correctly develop their learning.

Competencias específicas

CE2: Ability to choose and apply the appropriate procedure to achieve a business objective.

CE5: Leadership capacity in the process of designing international strategy.

CE13: Ability to manage a business internationalization project and assume managerial responsibilities.

1.2 Learning Outcomes:

Upon completing this course, students should be able to:

Understand and comprehend the definition of objectives, policies, and strategies for the future of the company in the international context.

Understand the processes of monitoring and control.

Know and understand the coherent and effective methodology for the proper formulation, implementation, and development of business strategies in an international environment.

Know and understand the phases of diagnosis, evaluation, and strategic choice.

Understand the different strategic options to address the solution of different strategic problems in various competitive environments.

Be aware of international trends: internationalization as a strategy, strategic alliances, international business management, and international strategic analysis.

2. CONTENTS

2.1. Prerequisites:

None.

2.2. Contenido detallado

-THE STRATEGY OF INTERNATIONALIZATION OF THE COMPANY.

- The internationalization process: Business approaches to internationalization. Decision-making processes in internationalization. Different models of entry to international markets. Multinational companies and the international economy

- Multinational companies: Economic Analysis of Multinational Companies. The determinants of international activity. Success factors in multinational companies

- Foreign investments: Foreign direct investments. Economic Theory of the Eclectic Paradigm. Brownfield and Greenfield Strategies

-THE STRATEGIC CAPABILITIES OF MULTINATIONAL COMPANIES

- Globalization, theory and practice: Approaches to globalization. The globalization of markets. Japanese theories of internationalization

- Development of Strategic Skills. Strategies of multinational companies. Analysis of the environment and the implementation of the strategies. Scenarios of international competition

- International Business Environment and Transition Economies: The evolution of multinational organizations in the economic transformation of nations. Building strategic alliances

-MANAGING MULTINATIONAL COMPANIES

- Development of strategic coordination and control: Configuration of strategies and structure of subsidiary companies. Knowledge management in multinational companies. Innovation in foreign subsidiaries

- Strategies for the Spanish market: Alternatives of the Spanish market: global or multinational. Successful experiences of the Spanish market in the world

2.3. Directed Activities

During the academic year, students will need to complete a certain number of directed activities, either individually or in groups.

The purpose of these Directed Activities is to familiarize students with the applied nature of the concepts discussed in the classroom, so they can appreciate the use of theory in analyzing real-life situations. Each teacher will propose throughout the course the Directed Activities that best suit the course, always with a minimum of two.

2.4 Educational Activities

| In-Person Attendance | | |
|--|------------|---|
| Educational Activity | Hours | Percentage of In-Person Attendance for the Educational Activity |
| AF1 Lecture | 45 | 100% |
| AF4 Tutorials | 10 | 80% |
| AF6 Practical Classes. Seminars and Workshops | 20 | 100% |
| AF7 Internships | 10 | 100% |
| AF9 Individual Study and Independent Work | 29 | 0% |
| A10 Individual or Group Assignments for Students | 10 | 0% |
| A13 Activities Through Virtual Resources | 20 | 0% |
| A14 Assessment | 6 | 100% |
| TOTAL | 150 | |

| Distance Learning Mode | | |
|---|------------|---|
| Educational Activity | Hours | Percentage of In-Person Attendance for the Educational Activity |
| AF2 Lectures | 60 | 0% |
| AF4 Tutorials | 10 | 0% |
| AF9 Individual Study and Independent Work | 19 | 0% |
| A12 Individual Student Assignments | 20 | 0% |
| A13 Activities Through Virtual Resources | 20 | 0% |
| A14 Assessment | 6 | 100% |
| A15 Study, Understanding, and Assessment of the Subject | 15 | 0% |
| TOTAL | 150 | |

Teaching Methodologies

In-person and Distance Learning:

| | |
|-------------|-------------------------------|
| MD1 | Expository Method / Lecture |
| MD2 | Problem-Solving and Exercises |
| MD3 | Cases Studies |
| MD5 | Project-Based Learning |
| MD10 | Cooperative learning |

3 Evaluation system

3.1. Grading system

The grading system (R.D. 1125/2003, of September 5) will be as follows:

0 - 4.9 Fail (F)

5.0 - 6.9 Pass (P)

7.0 - 8.9 Good (G)

9.0 - 10 Outstanding (O)

The "honors" designation may be awarded to students who have obtained a grade equal to or higher than 9.0. Its number cannot exceed five percent of the students enrolled in the subject in the corresponding academic year, unless the number of enrolled students is less than 20, in which case only one "honors" designation may be granted.

3.2 Evaluation criteria

Face-to-face modality

Regular session

| Evaluation system | Minimum weighting | Maximum weighting |
|---|--------------------------|--------------------------|
| SE1. Class attendance and participation | 25% | 25% |
| SE2. Presentation of assignments and projects (individual practices and teamwork) | 25% | 25% |
| SE4. Final individual in-person exam | 50% | 50% |

Extraordinary session

| Evaluation system | Minimum weighting | Maximum weighting |
|---|--------------------------|--------------------------|
| SE2. Presentation of assignments and projects (individual practices and teamwork) | 25% | 25% |
| SE4. Final individual in-person exam | 75% | 75% |

Distance modality

Regular session

| Evaluation system | Minimum weighting | Maximum weighting |
|---|--------------------------|--------------------------|
| SE1. Class attendance and participation | 20% | 20% |
| SE2. Presentation of assignments and projects (individual practices and teamwork) | 20% | 20% |
| SE4. Final individual in-person exam | 60% | 60% |

| | | |
|------|--|--|
| exam | | |
|------|--|--|

Extraordinary session

| Evaluation system | Minimum weighting | Maximum weighting |
|---|-------------------|-------------------|
| SE2. Presentation of assignments and projects (individual practices and teamwork) | 25% | 25% |
| SE4. Final individual in-person exam | 75% | 75% |

The passing of any subject is subject to passing the corresponding final individual in-person exams.

2.3. Restrictions

Minimum grade

To calculate the average with the previous weightings, it is necessary to obtain at least a grade of 5 in the final exam.

Writing Standards:

Special attention will be paid to written assignments, practices, and projects, as well as exams, regarding both presentation and content, ensuring grammatical and spelling aspects are accurate. Failure to meet acceptable standards may result in points being deducted from the assignment.

2.4. Warning about plagiarism

The Antonio de Nebrija University will not tolerate plagiarism or copying under any circumstances. Plagiarism will be considered as the reproduction of paragraphs from sources other than the student's own work (Internet, books, articles, classmates' work, etc.), without citing the original source. The use of citations cannot be indiscriminate. Plagiarism is a serious offense.

If such practices are detected, it will be considered a serious offense and the sanction provided in the Student Regulations may be applied.

4 References

1. Colombelli A, Haned N, Le Ba (2013) On firm growth and innovation: some new empirical perspectives using French cis (1992–2004). *Structural Change and Economic Dynamics*, 26: 14–26
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3. Edler J, Cunningham P, Gök A, Shapira P (2013). Impacts of Innovation Policy: Synthesis and Conclusion. Nesta Working Paper No. 13/21
4. Falk M (2012) Quantile estimates of the impact of R&D intensity on firm performance. *Small Business Economics* 39(1):19–37
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 8. Mazzucato M, Parris S (2015) High-growth firms in changing competitive environments: the US pharmaceutical industry (1963 to 2002). *Small Business Economics* 44(1): 145–170.
 9. Nieto MJ, Santamaria L (2010) Technological Collaboration: Bridging the Innovation Gap between Small and Large Firms. *Journal of Small Business Management* 48(1): 44–69
 10. Oyedijo A (2012) Competitive strategy orientations of small and medium business owners and their performance impacts: The case of paint manufacturing SMEs in South-Western Nigeria. *Journal of Asian Business Strategy* 2(1): pp. 1–8
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 12. Teece DJ (2007) Explicating Dynamic Capabilities: The Nature and Micro foundations of Sustainable Enterprise Performance, *Strategic Management Journal* 28(13): 1267–1369
 13. Terziovski M (2011) Innovation Practice and Its Performance Implication in Small and Medium Enterprises (SMEs in the Manufacturing Sector: A Resource-Based View. *Strategic Management Journal*, 31(8): 892–902
 14. Vivarelli M (2014) Innovation, employment and skills in advanced and developing countries: a survey of economic literature. *Journal of Economic Issues* 48(1): 123–154
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