



centre adscrit a:



UNIVERSITAT POLITÈCNICA
DE CATALUNYA
BARCELONATECH

SYLLABUS 2017-18

COURSE: Corporate Internationalization

Date of syllabus: September 2017

GENERAL INFORMATION

Course:	Corporate Internationalization
Code:	
Year:	2017-18
Title:	Master Universitario en Administración y Dirección de Empresas
Nº of credits (ECTS):	5
Requirements:	No prerequisites
Part:	2nd Quarter
Final revision date:	September 2017
Professor in charge:	MScU Nina Magomedova

1 GENERAL DESCRIPTION

This course aims to provide in-depth theoretical knowledge of diverse concepts of internationalization and practical techniques that will enable students to thoroughly formulate and successfully implement international business strategy of a company.

The course starts with an overview of political, economic and social forces that drive international business activities around the world, and in Spain, in particular. The students will be given an overview of possible entry mode mechanisms and tools necessary to apply the most appropriate internationalization strategy in a given context for a given firm. Specifically, students will be able to compare advantages and disadvantages of being the first comers and the late-movers in a market place. The course also enables students to understand the nature of a multinational corporation, its strategies and structures, as well as mechanisms to control and coordinate overseas activities of global companies and their subsidiaries. Finally, the course gives students instruments necessary to develop a robust business plan of international expansion for a chosen company that must be characterised as financially viable and achievable.

Each theoretical concept will be contrasted in a simulation case study where students will need to resolve a company's problem and give recommendations to its executives, thus performing the role of international business consultants. Such approach will help apply theoretical knowledge to "real-life" situations and develop decision making skills.

2 OBJECTIVES

- To understand principle advantages and disadvantages of entry mode strategies most commonly used by firms.
- To understand the functioning of multinational corporations.
- To master the adaptation of organization structure and strategic approaches of multinational corporations.
- To understand the concept of a foreign subsidiary and its strategic role.
- To master the principles of international supply chain management.
- To acquire a general understanding of the latest trends and phenomena in the international business.
- By the end of the course students will be able to present an international business plan for a chosen company.

3 CONTENTS

I. EARLY STAGES OF INTERNATIONALIZATION

1. Introduction. Course structure, objectives, evaluation and useful resources.
2. What is internationalization?
3. Motivations to initiate international expansion. Pull factors and Push factors.
4. Internal Analysis. Core competencies and firm-specific advantages.

By the end of Module 1 students will be able to:

- a. identify main drivers of a company to expand internationally
- b. the motives behind executives' choices of internationalization trajectory
- c. company related factors that contribute to failure and success of a firm that goes into new markets.

II. MECHANISMS OF ENTRY MODE

1. Timing of entry. First movers, fast followers, latecomers.
2. Entry mode strategy. Naïve approach, pragmatic approach, strategic approach.
3. Import / export. Direct vs. indirect vs. cooperative export.
4. Contract manufacturing
5. Licensing and franchising.
6. Joint ventures and strategic alliances.
7. Foreign direct investment. Mergers & Acquisitions vs. Greenfield investment.
8. External and internal factors that influence entry mode choice.

By the end of Module 2 students will get:

- a. a profound understanding of diverse entry mechanisms, their advantages and disadvantages
- b. entry mechanisms application in different cultural, social, economic and political context
- c. internal and external factors that should be considered when making decision on entry mode.

III. MULTINATIONAL CORPORATIONS

1. Local and Global Pressure Factors.
2. Organizational Strategy. Multi-domestic vs. Global vs. Transnational.
3. Organizational Structure. Functional vs. Product vs. Geographic vs. Matrix.
4. Mechanisms of Coordination and Control of a Multinational Corporation.

By the end of Module 3 students will get:

- a. a comprehensive understanding of both, home country and host country
- b. factors that influence a multinational company, the importance of an organizational strategy, structure and change in the context of international business
- c. tools that serve to control distant overseas operations of a global corporation.

IV. FOREIGN SUBSIDIARIES

1. Concept of a Subsidiary
2. Types and role of foreign subsidiaries.
3. Subsidiary initiative and entrepreneurial capabilities.
4. Winning and losing subsidiary mandate.

By the end of Module 4 students will:

- a. deepen their knowledge on the concept of foreign direct investments
- b. be able to differentiate mergers and acquisitions, greenfield and brownfield investments
- c. be able identify strategic role of a subsidiary within a corporation and mechanisms that help subsidiaries gain importance and autonomy.

V. INTERNATIONAL LOGISTICS AND SUPPLY CHAIN MANAGEMENT

1. Supply Chain Strategies and Logistics Service Providers.
2. Measuring and Managing Logistics Performance.
3. Supply Chain Vulnerability, Robustness and Resilience
4. Introduction to Incoterms.

By the end of Module 5 students will:

- a. obtain a profound knowledge of international supply chain systems and strategies
- b. get clear understanding of incoterms, their application and choice
- c. be able to formulate logistics plan for firm's international expansion.

VI. NEW MULTATIONALS AND ACCELERATED INTERNATIONALIZATION

1. Multinationals from Emerging Markets
2. Born-Globals aka International New Ventures.
3. Springboard strategy.

Module 6 will enable students to:

- a. analyse behaviours of non-traditional international companies, such as companies from emerging countries and international new ventures
- b. understand in depth the latest internationalization strategies, like springboard strategy, that enable companies to accelerate their global expansion.

4 METHODOLOGY

The course combines face-to-face lectures and various complementary activities that are completed either individually or in small groups, both in class and outside. All the academic and administrative information for the subject (including presentations' slides, notes, exercises, due dates and other relevant information) will be posted on the Virtual Campus of Euncet.

Teaching activities include:

- **Face-to-face lectures** carried on in a form of a dialogue and brainstorming to insure active involvement of students.
- **Individual work** that will require individual efforts of each student to prepare sessions, acquire knowledge and participate in class sessions.
- **Group work** to develop the skills of working in a team and ability to actively collaborate with students' future colleagues.
- **Case analysis** and case study of firms individually, in groups and in open discussions during the classes.
- **Continuous feedback** will be given by the teacher to students in order to ensure constant improvement of students' aptitudes.

5 EVALUATION

According to Bologna System and in order to guarantee efficiency of the learning process and correct evaluation of the academic results of the program, acquired knowledge and skills, the course is graded considering:

- Continuous assessment that include: resolving case studies and other tasks individually and in team, active participation in class – 10% of the final grade.
- Continuous assessment based on mini-tests – 8% of the final grade.
- Final project: students will be divided into small groups and will be given a task to prepare in two formats, a report and a presentation, – 22% of the final grade.
- Final exam (two attempts): students will be given 3 questions to answer individually – 60% of the final grade.

6 REFERENCES

- Arteaga, J. (coord.). Manual de internacionalización: técnicas, herramientas y estrategias necesarias para afrontar con éxito el proceso de internacionalización. Madrid: ICEX: CECO, 2013.
- Daniels, J., Radebough, L., Sullivan, D. Negocios Internacionales: ambientes y operaciones. 10ª ed. México: Pearson, 2004.
- Pla Barber, J., León Darder, F. Dirección de empresas internacionales. Madrid: Prentice Hall, 2004.
- Barba Navaretti, G., Venables, A.J. (eds.). Multinational firms in the world economy. Princeton (N.J.): Princeton University, 2004.
- Daniels, J., Radebaugh, L., Sullivan, D. International Business, 15th edition. Ed. Cloth: Pearson, 2015.
- Dunning, J. The Selected essays of John H. Dunning. Vol. I: Theories and paradigms of International business activity. Selected essays. Cheltenham: Edward Elgar, cop. 2002.
- Tayeb, M.H. International Business: theories, policies and practices. Harlow: Pearson Education, 1999.