





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

Professor: Alfonso Sanz

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. Detailed content

-THE STRATEGY OF INTERNATIONALIZATION OF THE COMPANY.

This module will analyze the global landscape from an economic, strategic, and cultural perspective to create an internationalization strategy and ensure objectives are met. We will study cases and examples of best practices.

HOW to INTERNALIZE COMPANIES

- Purchase or Alliance?
- Strategy Fundamentals
- Designing an Internationalization Strategy
- Cultural Due Diligence
- How to Make It Work

HOW TO MAKE AN ACQUISITION SUCESSFUL?

- •Integrating an Acquisition
- •Legal Due Diligence in M&A (Optional)
- •Preparing the Integration Plan
- •How to Make an Alliance Work?
- •Creating a People Management System for After the Acquisition



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 Attendence		
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:

	<u> </u>
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	25%	25%
participation		
SE2. Presentation of	25%	25%
assignments and projects		
(individual practices and		
teamwork)		
SE4. Final individual in-person	50%	50%
exam		

Extraordinary session

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

Distance modality

Regular session

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

exam	

Extraordinary session

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

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.

2.5. 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
- 2. Crespi G, Zuniga P (2012) Innovation and productivity: evidence from six Latin American countries. World Development 40(2): 273–290
- 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
- 5. Gadenne D, and Sharma B (2009) An Investigation of the Hard and Soft Quality Management Factors of Australian SMEs and their Association with Firm Performance. International Journal Quality Reliability Management 26(9): 865–880
- 6. Hall BH, Mairesse J (2006) Empirical studies of innovation in the knowledge- driven economy. Economics of Innovation and New Technology 15(5): 289–299

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- 7. Jeronimo TB, Medeiros D.D (2012) The Mature of Strategic Business of Small and Medium-Sized High Tech. International Journal of Business, Humanities and Technology 2 (5): August 2012
- 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
- 11. Petricevic O, Teece DJ (2019) The structural reshaping of globalization: Implications for strategic sectors, profiting from innovation, and the multinational enterprise. J Int Bus Stud 50: 1487–1512. doi:10.1057/s41267- 019-00269-x
- 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