

Academic Year: ( 2021 / 2022 )

Review date: 27-01-2022

Department assigned to the subject: Business Administration Department

Coordinating teacher: CERVÍÑO FERNANDEZ, JULIO

Type: Electives ECTS Credits : 6.0

Year : Semester :

**REQUIREMENTS (SUBJECTS THAT ARE ASSUMED TO BE KNOWN)**

Marketing  
Marketing Research  
Strategic Management

**OBJECTIVES**

Students will acquire competences and skills that are key to make strategic decisions in a company that competes in an international context.

Acquired knowledge:

Understand the importance of economic forces that shape the international arena, the strategies of multinational firms and the management of an international company.

- At the level of international economy.

o Learn the key variables of an open economy and a globalized market (globalization of markets, exchange rate, imports, exports, foreign direct investment flows, etc.)

o Understand international equilibria and global economic trends, specially the changes and opportunities in the new emerging markets.

- At the level of the company:

o Identify opportunities for international investment and trade in global markets.

\* Analyze the environmental differences among countries, specially the socio-cultural, legal and political environments.

o Evaluate the selection process for international markets

o Analyze different entry modes choices in international markets.

- At the level of management:

o Understand the production, marketing, human resources and finance in an international context withing an international business plan

o Study the role of corporate culture and ethics

\* Develop and structure a international business plan.

**DESCRIPTION OF CONTENTS: PROGRAMME**

Part I: Globalization of Markets and the internationalization process

1. The globalization of market: Determinants
2. Analysis of import-export flows and Foreign Direct Investment flows.
3. The emerging economies in the XXI: Opportunities and Threats
4. Other international trends: Electronic commerce, new technologies...
5. Advantages and motivations for the internationalization of the firm

Part II

The International Business Environment

2.1 Analysis of the macroeconomic environment

2.2 Analysis of the Socio-cultural environment

2.3 Analysis of the Legal environment: contracts and documents for the import-export process.

2.4 Analysis of the Political environment: Political and Country Risk analysis.

2.5 International competitive analysis

2.6 International Market Research: Sources of information and the structure of a Market Research Report.

Part III

International Business Strategies

3.1 The decision to internationalize, phases for business expansion and the International Business Plan

- 3.2 International market selection
- 3.3 Entry mode choices in foreign markets: types of entry modes and selection methodology
- 3.4 The international marketing plan
  - 3.4.1 Product and branding policies/decisions
  - 3.4.2 Distribution and price decisions
  - 3.4.3 Communication and promotion policies

#### Part IV

#### Organizational Structure for the Internationalization of the Firm

- 4.1 Organizational structures: From the export department to the international Division
- 4.2 Human Resources: The multicultural management of the work force and the management of expatriates.

### LEARNING ACTIVITIES AND METHODOLOGY

Textbooks and article readings, case studies, and news articles, will be used throughout the course to present, develop, and apply the key concepts of the internationalization process of organizations. The professor will announce in advance the materials that will be used in each session and students will work on those materials prior to the lecture. Students will also be expected to participate actively in the class discussion of case studies and the solution of exercises/projects and cases. Students will (1) turn in written exercises/cases solved individually, (2) participate in class discussions of case studies and selected readings, participation that will require preparation previous to the session, and (3) form groups to analyze in depth a case study and/or Project on a topic approved by the professor and to present the analysis in front of the class.

### ASSESSMENT SYSTEM

Final grade:

1. Final exam, 55% (minimum 3,8 out of 10).
2. Class participation and in-class evaluations, 20%.
3. Presentation and team project, 25%.

**% end-of-term-examination:** 55

**% of continuous assessment (assignments, laboratory, practicals...):** 45

### BASIC BIBLIOGRAPHY

- Bonache, Jaime; Behan, Barbara y Cabrera, Angel Dirección de personas: Evidencias y perspectivas para el siglo XXI, Pearson Educación, Madrid, 2005
- Cerviño, Julio Marketing Internacional: Nuevas perspectivas para un mercado globalizado, Pirámide, 2010
- Chemawat, Pankaj The Globalization of firms, Globalization Note Series (IESE), 2012
- DANIELS-RADEBAUGH-SULLIVAN Negocios Internacionales, Pearson, 2004
- GHEMAWAT Redefiniendo la globalización, Deusto, 2008
- Gupta, A. y Govindarajan, V Managing Global Expansion. A conceptual framework, Business Horizons, 2000
- McKinsey Quarterly Is your emerging market strategy global enough?, McKinsey, 2011
- Pla Barber, José y León Darder, Fidel Dirección de Empresas Internacionales, Pearson Prentice Hall, 2004

### ADDITIONAL BIBLIOGRAPHY

- Cerviño, Julio y Baena, Verónica La Globalización de las Marcas y la Competitividad: Tendencias y retos para las marcas españolas, Economía Industrial, número 279, pp. 93-106., 2011
- Cerviño, Julio y Baena, Verónica Gestión Estratégica de la Marca en el mundo del vino, Spanish Journal of Rural Development, Vol. II, nº 4, pp. 1- 17., 2011
- Cerviño, Julio y Baena, Verónica El desplazamiento del Centro y la Globalización de las Marcas: Retos para los gestores de marcas, Harvard Deusto Marketing & Ventas, páginas 6-13, 2012