

<p>Name of the SUBJECT</p> <p>3.2. NEW MARKETS AND INTERNATIONALIZATION</p>	<p>ECTS Credits</p> <p>8 ECTS (200 hours), COMPULSORY</p>
<p>Duration, format and temporal location within the study plan.</p> <p>This subject will be taught throughout the third year of the degree.</p>	
<p>Requirements</p> <p>None</p>	
<p>Language</p> <p>English</p>	
<p>Basic Competencies</p> <p>BC1. Students demonstrate possession and understanding of knowledge in an area of study that builds on the foundation of general secondary education, and is usually at a level that, while relying on advanced textbooks, also includes some aspects that involve knowledge from the cutting edge of their field of study.</p> <p>BC2. Students know how to apply their knowledge to their work or vocation in a professional manner and possess the skills that are usually demonstrated through the development and defense of arguments and problem solving within their area of study.</p> <p>Transversal Competencies</p> <p>TC02 - CREATIVE AND TRANSFORMATIONAL - Develop various ideas and opportunities to create value, including better solutions to existing and new challenges. Explore and experiment with innovative approaches. Combine knowledge and resources to achieve valuable effects. Initiate value-creating processes, accept challenges and act and work independently to achieve objectives, stick to intentions and carry out planned tasks.</p> <p>TC07 - CONSCIOUS AND COMMITTED - Being able to self-regulate and have a realistic self- concept of themselves and a balanced self-esteem, i.e. people who know themselves and their capabilities. They have a broad vision of the professions and of what they can do and they have the ability to express where they want to go. They will not arrive at closed and fixed structures, but will have as a value the knowledge of oneself, from where they will improve and will be more and more free and independent.</p>	

General / Personal Competencies:

GC1 - Is able to identify his/her strengths and weaknesses when relating to others by engaging with the environment

GC4 - Is able to guide and motivate the people in his/her team to achieve a common goal

GC6 - Generates and applies imaginative solutions outside of established frameworks to develop new ideas and responses to transform their environment

Specific / Professional Competencies:

SC3 - Knows and applies the tools, processes and methodologies for the organization, management of people and talent in organizations (attracting, maintaining, cohesion and commitment of talent).

SC4 - Knows and applies the tools, processes and methodologies for the organization, management and direction of the financial function, oriented to the optimization and exploitation of opportunities.

SC6 - Knows and applies the tools, processes and methodologies of international character of organizations and business projects.

SC8 - Knows and understands the implications of new trends in organizational management.

Learning Outcomes

LO1_3 Likes to take the lead in his/her personal/professional development and undertake ambitious actions aimed at a better quality of life for him/herself and others.

LO4_2 Understands and contrasts that their leadership contributes to the development of individuals and teams.

LO6_2 Master (the) tools to develop creative alternatives.

LO10_3 Is able to apply tools, processes and methodologies for people management in organizations.

LO11_3 Is able to apply tools, processes and methodologies for the organization, management and direction of the financial function.

LO13_2 Understands the tools, processes and methodologies for the internationalization of organizations and business projects.

LO15_2 Understands technological and non-technological trends in the management of the future.

Brief summary of contents

Module 1: STRATEGIC REDEFINITION

Internationalization Diagnosis (External and Internal Analysis) – SWOT

Financial Statement Analysis

Internationalization Strategy

Strategy Implementation Process

Levels of Strategy

Module 2: GLOBAL VISION

Global Context

Main Trends

Information Sources - Tools

Trade Agreements

Regional Focus - PESTEL

Market Research – Criteria for the selection of the market

Module 3: EXPORT

Forms of Entry in New Markets

Indirect and Direct Exporting, Alliances and Presence

International Finance

Currency (Exchange Rates, Foreign Exchange Market and Exchange Rate Insurance)

Financing

International Tax

Create a New Bank Account

Payment Methods

Module 4: IMPORT

Incoterms

Definition and Characteristics

International Transport

Transport, Agents and Loads

Documents in International Business

Incoterms one by one

International Finance

Customs

Costs for Decision Making

VAT

International Purchases: Suppliers' Homologation

Challenge Outcome

Training activities

The training activities planned for this module are the following:

- Challenge-based learning (1 ECTS, 25 hours)
- Cooperative work: Development, writing and presentation of group activities (1,5 ECTS, 37,5 hours)
- Development, writing and presentation of individual works (1 ECTS, 25 hours)
- Workshops aimed at the acquisition of specific skills (1 ECTS, 25 hours)
- Online learning resources (0,5 ECTS, 12,5 hours)
- Individual and group reflection activities and dynamics (0,5 ECTS, 12,5 hours)
- Study of cases and real experiences through guest speakers (1 ECTS, 25 hours)
- Accompaniment, mentoring and individual monitoring (0,5 ECTS, 12,5 hours)
- Learning feedback (0,5 ECTS, 12,5 hours)

- Gamification (0,5 ECTS, 12,5 hours)

Evaluation system

All subjects will be evaluated through the continuous assessment system through which constant information is provided to both teachers and students of the learning process throughout the academic period. As an indication, the criteria that will govern the evaluation system of the degree are as follows:

-Those training activities oriented to the acquisition of knowledge and in which individual study predominates may be evaluated with oral and/or written tests that will correspond to a maximum of 40% of the final grade.

-On the other hand, those training actions aimed at the acquisition of the practical skills of the subjects will be evaluated through the completion of different activities (work, cases, solving challenges, etc.) corresponding, as a whole, at least 60% of the final grade.

Bibliography

Global strategic management

Bartlett, C. A., & Ghoshal, S. (1991): Global strategic management: Impact on the new frontiers of strategy research. *Strategic Management Journal*, 12(S1), 5-16. Beamish, P. W., & Lupton, N. C. (2009): Managing joint ventures. *Academy of Management Perspectives*, 23(2), 75-94.

Camisón Zornoza, C., Villar López, A., & Boronat Navarro, M. (2007): Alianzas estratégicas para la internacionalización: Pasado, presente y futuro. *ICADE. Revista De Las Facultades De Derecho y Ciencias Económicas y Empresariales*, (70), 323-340.

Dunning, J. H. (2001): The eclectic (OLI) paradigm of international production: Past, present and future. *International Journal of the Economics of Business*, 8(2), 173-190.

García Canal, Esteban, & Valdes Llaneza, Ana. (1997): Alianzas para impulsar la internacionalización. tipología de las empresas españolas, 1986-1989. *Economía Industrial*, (314), 171-178.

Guisado, G. (2002): Internacionalización de la empresa: Estrategias de entrada en los mercados extranjeros. Madrid: Pirámide.

Johanson, J., & Vahlne, J. (1977): The internationalization process of the firm--a model of knowledge development and increasing foreign market commitments. *Journal of International Business Studies*, 8(1), 25-34.

Kogut, B., & Zander, U. (1993): Knowledge of the firm and the evolutionary theory of the multinational corporation. *Journal of International Business Studies*, 24(4), 625-645.

Makino, S., Chan, C. M., Isobe, T., & Beamish, P. W. (2007): Intended and unintended termination of international joint ventures. *Strategic Management Journal*, 28(11), 1113-1132.

Narula, R., & Dunning, J. H. (2010): Multinational enterprises, development and globalization: Some clarifications and a research agenda. *Oxford Development Studies*, 38(3), 263-287.

Oviatt, B. M., & McDougall, P. P. (1994): Toward a theory of international new ventures. *Journal of International Business Studies*, 25(1), 45-64.

Pla, J., & León, F. (2004): La dirección de empresas internacionales. Madrid: Pearson Prentice Hall.

Vernon, R. (1966): International investment and international trade in product cycle. *Quarterly Journal of Economics*, 80(2), 190-207.

Welch, L. S., & Luostarinen, R. (1988): Internationalization: Evolution of a concept. *Journal of General Management*, 14(2), 36-64.

Zahra, S. (2005): A theory of international new ventures: A decade of research. *Journal of International Business Studies*, 36(1), 20-28.

Trading and financing instruments

Abajo Antón, L.M. (2000): El despacho aduanero. FC EDITORIAL

Alonso, J.A. Y Donoso, V. (1998): Competir en el exterior; la empresa española y los mercados exteriores. ICEX.

- Bustillo, R. (2000): Comercio exterior: material y ejercicios. UPV.
- Calvo Hornero, Antonia (2001): Organización Económica Internacional. Centro de estudios Ramón Areces S.A.
- Canals, J. (1991): Competitividad internacional y estrategia de la empresa. Ariel Económica.
- Chabert, Joan. (2005): Manual de Comercio Exterior. GESTIÓN 2000.com.
- Cheol S. Eun Y Bruce G. Resnick. (2007): Administración Financiera Internacional. Mc Graw Hill.
- CONFEBASK. (1999): La empresa vasca en los mercados exteriores
- Costa Ran, Luis Y Font Vilalta, Montserrat. Divisas y riesgos de cambio. Editorial: ICEX De Jaime Eslava, José Y Gómez Cáceres, Diego. Financiación Internacional de la empresa. ESIC
- Díez Vergara, Marta. Manual práctico de comercio internacional. Ed.Deusto
- Diza Mier , Miguel Ángel. (2001): Técnicas de Comercio Exterior I. Ed. Piramide
- Enríquez De Dios, J.J. (1994): Transporte internacional de mercancías. ICEX
- García Cruz, R. (2000): Empresas españolas en los mercados internacionales. ESIC
- Hernández Muñoz, Lázaro (2010): Los riesgos y su cobertura en el Comercio Internacional. Editorial: FCEditorial ICC. Incoterms, ICC
- Llamazares García-Lomas, O. (1998): Consorcios de exportación. ICEX
- Martín Martín, Miguel Ángel Y Martínez Gormaz, Ricardo. (2009): Manual práctico de Comercio Exterior. FCEditorial
- Molina Martínez, Luis. (2001): El Crédito Documentario y sus Documentos. FCEditorial.
- Salvador, L. (2000): La internacionalización de las empresas guipuzcoanas. Kutxa.
- Serantes, PEDRO. Alternativas financieras del Comercio Exterior. ESIC
- Serantes PEDRO. Gestión Financiera del Comercio Exterior. Editorial: ICEX.

Analysis of the international environment

Erzosa, C. et. al. (2001): "Estructura Económica Mundial". Ed. Síntesis.

Arteaga Ortiz, Jesús (2013): "Manual de internacionalización: técnicas, herramientas y estrategias necesarias para afrontar con éxito el proceso de internacionalización".: ICEX-Centro de Estudios Económicos y Comerciales (CECO), Madrid

Comín, Francisco (2011): "Historia económica mundial: de los orígenes a la actualidad". Alianza Ed.

ICEX (2007): "Claves de la Economía Mundial". Instituto de Comercio Exterior.

Jerez Riesgo, Luis (2011): "Comercio Internacional". 4ª Ed. ESIC. Madrid.

Jiménez, G. (2011): "Fundamentos de Comercio Internacional". CCI. Madrid. SUTCLIFFE, Bob (2005): "100 imágenes de un mundo desigual". Intermon. Ed. Icaria

TAMAMES, Ramón (2010): "Estructura Económica Internacional". Alianza Editorial.

Ugarte, Josu (2013): "España está en crisis. El mundo no". Ed. Gestión 2000.

Management of cultures at the international level

Hofstede, Geert and Minkov Michael. (1991). Cultures and Organizations: Software of the Mind (New York: McGraw Hill, 2010)

Hofstede, Geert. (2001): Culture's Consequence: International Differences in Work-Related Values. Thousand Oaks, CA: Sage

Livermore, David. (2013): Expand Your Borders: Discover 10 Cultural Clusters

Salacuse, Jeswald W. (2004): Negotiating: The Top Ten Ways that Culture Can Affect Your Negotiation. Ivey Business Journal.

Hofstede Geert, Hofstede Gert Jan, Michael Minkov. (2010): Cultures and Organizations.

International Talent Management

Schuler, R. S., & Tarique, I. (2007): International human resource management: A North American perspective, a thematic update and suggestions for future research. International Journal of Human Resource Management, 18(5), 717-744.

Garcia Lombardia, P. (2014): Strategic international talent management. Workforce Diagnosis and Effective Policies to Promote International Mobility. IESE.

Günter, K.S. et al. (2011): Six Principles of Effective Global Talent Management. MIT Sloan Management Review. Research Feature. Magazine Winter 2012.