

- **INTERNATIONAL EXPANSION**

TEACHING PLAN FOR

1. Basic Description

Name of the course: International Expansion

Academic year: 2018–2019

Year: 4th

Term: 2nd

Degree / Course: Bachelor's Degree in International Business and Marketing

Code: 44203

Number of credits: 4

Total number of hours committed: 100

Teaching language: English

Lecturer: Oriol Castells

Timetable:

Lectures

Monday 4.00–6.15 pm (Group 1)

Monday 6.30–8.45 pm (Group 2)

Seminars

Thursday 6.30–7.25 pm (Group 101)

Thursday 7.30–8.25 pm (Group 102)

Thursday 8.30–9.25 pm (Group 103)

Thursday 3.20–4.15 pm (Group 201)

Thursday 4.20–5.15 pm (Group 202)

Thursday 5.20–6.15 pm (Group 203)

Office hours:

Monday 3.00 pm

2. Course Overview

Multinationals and SMEs need to expand into international markets. Selling abroad might have been merely an option in the past, but today's firms have no choice but to sell to international markets if they want to survive and grow sustainably.

Managers face several challenges when deciding how to access international markets, and decisions taken at the beginning of an internationalisation process will determine the future success or failure of a company endeavouring to sell abroad.

International Expansion focuses on the entry strategies for international markets. We will study which steps managers need to take to ensure a sustainable presence overseas.

We will analyse the best options for large and small companies looking to sell overseas and we will explore the challenges, opportunities and risks that managers face in difficult environments.

3. Competences to be Worked on in the Course

General competences	Specific competences
<p data-bbox="308 349 671 383">Instrumental competences</p> <p data-bbox="228 398 774 461">G.I.1. Ability to search for, analyse, assess and summarise information.</p> <p data-bbox="228 477 774 539">G.I.2. Ability to relate concepts and knowledge from different areas.</p> <p data-bbox="228 555 695 589">G.I.3. Ability to organise and plan.</p> <p data-bbox="228 604 774 667">G.I.4. Ability to tackle and solve problems.</p> <p data-bbox="228 683 774 745">G.I.5. Ability to take decisions in complex and changing environments.</p> <p data-bbox="228 761 774 824">G.I.8. Oral and written competence in communicating in English.</p> <p data-bbox="296 891 711 925">General personal competences</p> <p data-bbox="228 940 774 1066">G.P.1. Ability to adapt, lead and work in a group that is multicultural, interdisciplinary, competitive, changing and complex in nature.</p> <p data-bbox="228 1081 774 1144">G.P.3. Moral commitment and ethical sense.</p> <p data-bbox="308 1211 724 1245">Generic systemic competences</p> <p data-bbox="228 1261 568 1294">G.S.2. Ability to observe.</p> <p data-bbox="228 1310 643 1344">G.S.3. Ability to think globally.</p> <p data-bbox="228 1359 676 1393">G.S.4. Entrepreneurial capability.</p> <p data-bbox="308 1460 703 1494">Competences for applicability</p> <p data-bbox="228 1509 774 1572">G.A.1. Ability to apply acquired knowledge and skills.</p> <p data-bbox="228 1588 774 1677">G.A.2. Ability to use quantitative criteria and qualitative insights when taking decisions.</p> <p data-bbox="228 1693 774 1756">G.A.3. Ability to search and exploit new information sources.</p>	<p data-bbox="895 349 1238 383">Disciplinary competences</p> <p data-bbox="805 398 1351 495">E.D.11. Introduce the basic marketing tools and capacitate for planning commercial strategies.</p> <p data-bbox="906 562 1257 595">Professional competences</p> <p data-bbox="805 611 1351 707">E.P.1. Ability to understand the decisions taken by economic agents and their interaction in the markets.</p> <p data-bbox="805 723 1351 875">E.P.5. Ability to take strategic managerial decisions while taking into account the economic, cultural, social and political determinants specific to a particular area.</p> <p data-bbox="805 891 1351 1055">E.P.10. Ability to search, interpret and assess information available in an international environment in order to define target markets, according to the type of company and product.</p> <p data-bbox="805 1070 1351 1167">E.P.11. Ability to analyse a foreign market and define product implementation strategies.</p> <p data-bbox="805 1182 1351 1335">E.P.17. Ability to express and understand spoken and written communication in English at an advanced level in the international business environment.</p>

The above competences reflect the basic competences set out in Royal Decree 1393/2007, namely:

- a. Competence to **comprehend knowledge, on the basis of general secondary education.**
- b. Competence to **apply knowledge** to day-to-day work in international management or marketing, in particular the ability to develop and defend arguments and to solve problems.
- c. Competence to **gather and interpret relevant data**, enabling the development of critical judgements on the economic and social reality.
- d. Competence to **communicate and transmit information** (ideas, problems, solutions) to a specialist and non-specialist audience.
- e. Competence to **develop learning activities** in a relatively autonomous manner.

The competences worked on in the course are divided into two groups: those seen as a development or specification of a basic competence; and those that hone graduates' professional profile with respect to general and specific competences.

Basic competence: understanding of knowledge

I. General competences G.I.3, G.S.2, G.A.2

II. Specific competences E.P.1

Basic competence: application of knowledge

I. General competences G.I.2, G.S.3

II. Specific competences E.P.11

Basic competence: gather and interpret data

I. General competences G.I.1, G.A.3

II. Specific competences E.P.10

Basic competence: communicate and transmit information

I. General competences G.I.8

II. Specific competences E.P.17

Basic competence: develop learning activities

I. General competences G.I.3, G.I.4

Competences that hone graduates' professional profile which are not included under basic competences

In general, these competences combine the following key elements for honing students' professional profile in the area of international business and marketing:

- Provide students with the capacity to adapt to dynamic teams and environments.
- Provide students with the capacity to create their own integral vision of the operation of a business or international marketing project.
- Provide students with the capacity to take complex decisions and carry out negotiation processes.

Learning outcomes

Students will understand the different alternatives available to a company looking to sell its products/services in different countries.

4. Contents

Strategic Challenges	Unit 1	Motivations for going abroad. Main challenges
	Unit 2	Preparing the international strategy
Entry Strategies	Unit 3	Exports
	Unit 4	Licensing and Franchising
	Unit 5	Foreign Direct Investment
Conclusions	Unit 6	Combining entry modes. The impact of digital networks on entry strategies

5. Assessment

Regular evaluation

The final grade will be determined by the weighted average of valuable participation, quizzes and the final exam.

Form of assessment	Time period	Type of assessment		Assessment agent			Type of activity	Grouping		Weighting (%)
		Mandatory	Optional	Lecturer	Self-assessment	Co-assessment		Ind.	Group (#)	
Valuable participation	Lectures seminars	X		X			Application	X		10%
Quizzes	At lecture classes	X		X			Synthesis	X		30%
Final exam	End of term	X		X			Synthesis	X		60%

The term "valuable participation" is taken to mean comments and contributions that will help case study discussions and exercises during lectures and seminars. So, a grade in this section has to be earned. Students who attend all seminars and classes but never participate could have a 0 in this section. Students are expected to:

- Attend lectures and seminars;
- Play an active role in lectures, case discussions and exercises by making comments and contributions that bring a valuable new point of view or new idea to the subject under discussion;
- Avoid disturbing other students or the lecturer at all times

Quizzes and Final Exam will be set on an individual basis. They will include multiple-choice questions and/or exercises about all the material covered in lectures and seminars, including all the articles and case studies that students are assigned to read in preparation for lectures and seminars. Students need to read all articles carefully and study the case studies in depth.

In order to include the valuable participation and quizzes, students need to reach a minimal grade of 4.0 at the Final Exam.

Resits

Students who fail the course may resit their final exam. The final exam is the only part of the course that may be retaken. Students' existing grades for participation and quizzes will be carried over. The final overall grade weightings will therefore be as follows:

Carried-over participation and midterm exam grades:	40%
New grade for retaken final exam:	60%

Working competences and assessment of learning outcomes:

	G.I.1	G.I.2	G.I.3	G.I.4	G.I5	G.I.8	G.P.1	G.P.3	G.S.2	G.S.3	Learning outcomes
Valuable participation	X	X	X	X	X	X	X	X	X	X	X
Quizzes (Moodle)	X	X	X	X	X			X	X	X	X
Final exam	X	X	X	X	X	X	X	X	X	X	X

	G.S.4	G.A.1	G.A.2	G.A.3	E.D.11	E.P.1	E.P.5	E.P.10	E.P.11	E.P.17	Learning outcomes
Valuable participation	X	X	X	X	X	X	X	X	X	X	X
Quizzes (Moodle)		X	X		X	X	X	X	X	X	X
Final exam	X	X	X	X	X	X	X	X	X	X	X

Any students found copying and/or plagiarising work, in whole or in part, will fail the subject. They will receive a final grade of zero and will not be allowed to take the make-up exam. In accordance with the UPF Disciplinary Rules and Regulations for Students, other additional sanctions may apply depending on the seriousness of the offence.

6. Bibliography and Teaching Resources

Basic bibliography

- Welch, Lawrence, Benito, Gabriel, Petersen, Bent: *Foreign Operation Methods. Theory, Analysis Strategy*. Edward Elgar Pub; 2nd edition, 2018
- Lasserre, Philippe: *Global Strategic Management*. Red Globe Press; 4th edition, 2018
- Bartlett, Christopher A., and Paul W. Beamish: *Transnational Management: Text, Cases, and Readings in Cross-Border Management*. 8th ed. Cambridge University Press, 2018.
- Albaum, Gerald, Duerr, Edwin, Josiassen, Alexander: *International Marketing and Export Management*. Pearson, 2016
- Verbeke, Alain: *International Business Strategy*. Cambridge University Press; 2 edition (April 22, 2013)
- Root, Franklin R. *Entry Strategies for International Markets*. 2nd ed. San Francisco, CA: Jossey-Bass, 1998.
- Branch, Alan. *Export Practice and Management*. 5th ed. Boston, MA: Thomson Learning, 2006.
- Albaum, Gerald, Edwin Duerr, and Jesper Strandskov. *International Marketing and Export Management*. 5th ed. Upper Saddle River, NJ: Prentice Hall, 2005.

Basic teaching resources

PowerPoint presentations, articles and exercises delivered to students before lectures. Articles and cases to be discussed at seminars.

7. Methodology

The course will follow the following methodology:

- Students should read the set teaching resources before they are explained in lectures.
- Seminars will comprise discussions of case studies and articles, as well as tests, presentations and exercises carried out on an individual or group basis.
- Quizzes will include questions about explanations given at lectures, as well as **case studies, articles and exercises discussed (or to be discussed) in seminars.**
- The final exam will consist of multiple-choice questions and exercises. It will also include questions about **case studies, articles and exercises already discussed in seminars.**
- It is very important that students play an active role in lectures and seminars

8. Timetable of Activities

Week	In-class activity Grouping/type of activity	Out-of-class activity Grouping/type of activity
Week 1	<p>Introduction (½ hour)</p> <p>Lecture: Unit 1: Motivations for Going Abroad. Main Challenges 1.1. Motivations for going abroad 1.2. Challenges for SME's and MNE's (1½ hours)</p>	<p>Review of Unit 1 (1 hour)</p>
Week 2	<p>Lecture: Unit 2: Preparing the International Strategy 2.1. Assessing Market Opportunities 2.2. Sources of Competitive Advantage 2.3. A new framework to assess international markets (2 hours)</p> <p>Seminar: Case study: "Renova: avantgarde marketing in a commoditized category" (in groups, 1 hour)</p>	<p>Preparation for lecture. Article: "Going Global: Lessons from Late Movers", by Christopher Bartlett (1 hour)</p> <p>Review of Unit 2 (2 hours)</p> <p>Preparation for seminar (3 hours)</p> <p>Review for seminar (1 hour)</p>
Week 3	<p>Lecture: Unit 3: Exports</p> <p>Quiz 1 3.1. Options for domestic-oriented companies 3.2. Direct Exporting (2 hours)</p> <p>Seminar: Case study: "Montgras. Export Strategy for a Chilean winery" (in groups, 1 hour)</p>	<p>Review of Unit 3 (3 hours)</p> <p>Preparation for seminar (in groups, 4 hours)</p> <p>Review of seminar (1 hour)</p>
Week 4	<p>Lecture: Unit 3: Exports (II) 3.3. Agents and Distributors (2 hours)</p> <p>Seminar: Case study: "Montgras: Export Strategy for a Chilean Winery" (Part 2) (in groups, 1 hour)</p>	<p>Preparation for lecture. Article: "Seven Rules of International Distribution", by David Arnold (1 hour)</p> <p>Review of Unit 3 (2 hours)</p> <p>Preparation for seminar (in groups, 3 hours)</p> <p>Review of seminar (1 hour)</p>

Week 5	<p>Lecture: Unit 4: Licensing and Franchising</p> <p>Quiz 2</p> <p>4.1. Licensing (2 hours)</p> <p>Seminar: Case study: "Inglo. Conquering the world" (Part 2) (1 hour)</p>	<p>Preparation for lecture (1 hour)</p> <p>Review of Unit 4 (3 hours)</p> <p>Preparation for seminar (in groups, 4 hours)</p> <p>Review of seminar (1 hour)</p>
Week 6	<p>Lecture: Unit 4: Licensing and Franchising (II) (2 hours)</p> <p>4.2. Franchising (2 hours)</p> <p>Seminar: Case study: "Essilor Korea" (1 hour)</p>	<p>Preparation for lecture (1 hour)</p> <p>Review of Unit 4 (2 hours)</p> <p>Preparation for seminar (in groups, 4 hours)</p> <p>Review of seminar (1 hour)</p>
Week 7	<p>Lecture: Unit 5: Foreign Direct Investment</p> <p>Quiz 3</p> <p>5.1. The Joint Venture (2 hours)</p> <p>Seminar: Case study: "Silvio Napoli at Schindler India" (1 hour)</p>	<p>Preparation for lecture (1 hour)</p> <p>Review of Unit 4 (2 hours)</p> <p>Preparation for seminar (in groups, 3 hours)</p> <p>Review of seminar (1 hour)</p>
Week 8	<p>Lecture: Unit 5: Foreign Direct Investment (II)</p> <p>5.2. The sales subsidiary</p> <p>Seminar: Case study: "Silvio Napoli at Schindler India (II)" (1 hour)</p>	<p>Preparation for lecture (1 hour)</p> <p>Review of Unit 5 (2 hours)</p> <p>Preparation for seminar (in groups, 4 hours)</p> <p>Review of seminar (1 hour)</p>
Week 9	<p>Lecture: Unit 5: Foreign Direct Investment (III)</p> <p>Quiz 4</p> <p>5.3. Manufacturing abroad with Wholly Owned Subsidiaries</p>	<p>Preparation for lecture (1 hour)</p> <p>Review of Unit 5 (2 hours)</p> <p>Preparation of seminar (in</p>

	Seminar: Case study: "Channel Conflict at Samsung India" (1 hour)	groups, 3 hours) Review of seminar (1 hour)
Week 10	Lecture: Unit 6: Combining Entry Modes. The impact of digital networks on entry strategies 6.1. Combining Entry Modes 6.2. The impact of digital networks on entry strategies (2 hours) Seminar: Free questions in preparation for the Final Exam (1 hour)	Preparation for lecture (1 hour) Review of Unit 6 (2 hours) Preparation for seminar (2 hours) Review of seminar (1 hour)
Final exam week	Final exam (2 hours)	