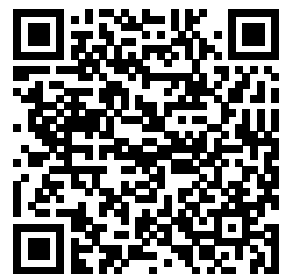


Advanced strategy: cases of internationalized businesses

MASTER'S DEGREE MBA IN INTERNATIONAL MANAGEMENT

UNIVERSIDAD INTERNACIONAL MENÉNDEZ PELAYO

This document can be used as reference documentation of this subject for the application for recognition of credits in other study programmes. For its full effect, it should be stamped by UIMP Student's Office.



GENERAL DATA

Brief description

Case studies of eight Spanish companies are presented in order to analyse their internationalisation strategies.

Name

Advanced strategy: cases of internationalized businesses

Code

102790

Academic year

2024-25

Degree

[MASTER'S DEGREE MBA IN INTERNATIONAL MANAGEMENT](#)

ECTS Credits

3

Type

MANDATORY

Duration

Duracion A

Language

Spanish/English

CONTENTS

Contents

PHASE I

• CASE 1: NH Hotels. Lecturer: Gustavo Mata.

• CASE 2: AENOR. Lecturer: David de Pastors. The lecturer himself is a senior manager at the company.

PHASE II

• CASE 3: Pharmamar. In this case we will have the presence of an executive from the company. Professor Gustavo Mata.

• CASO 4. Acerinox. In this case we will have the presence of an executive from the company. Professors Gustavo Mata and David de Pastors.

PHASE III

• CASE 5: IDOM. Lecturer: Gonzalo Vidal. In this case we will have the presence of an executive from the company.

• CASE 6: Telefónica. In this case we will have the presence of an executive from the company. Lecturer: Gonzalo Vidal.

• CASE 7: Torres Winery. In this case we will have the presence of an executive from the company. Lecturer: Gustavo Mata.

• CASE 8: Mapfre. Lecturer: Óscar Esteban.

COMPETENCES

Conocimientos

CO1 - To learn about business management analytics in dynamic and complex environments, such as the international environment.

CO2 - To acquire a body of theoretical and practical knowledge and learning skills, which will enable those who remain interested to pursue further, more specialised studies in the field of advanced research or doctoral studies.

CO3 - To master the basic tools of information and communication technologies for exercising of their profession and for learning.

CO4 - To understand the concepts, theories and instruments for analysing and developing business internationalisation plans.

CO5 - To understand the nature of problems in the organisation and therefore the application of suitable tools by developing analytical skills.

CO6 - To acquire the skills for professional document drafting and reporting in the field of international business.

CO8 - To know the main legal and fiscal aspects that directly or indirectly affect business internationalisation processes.

CO11 - To learn to assess the risks for companies when dealing with complex international projects, as well as to know some essential aspects that determine the success or failure of projects.

Habilidades

S1 - To apply the theoretical and practical knowledge acquired, with a high degree of independence, in both national and international companies, be they small or medium-sized or companies of a more multinational dimension, and even in non-business organisations whose management requires an international vision.

S2 - To apply the analytical skills acquired in defining and approaching new problems and in searching for solutions both in a national and international business context.

S3 - To be able to collect, record and interpret macroeconomic data, country information, industry and business information, financial and accounting data, statistical data, and relevant research results to systematise business decision-making processes in international environments.

S4 - To apply the appropriate procedure to achieving an international business objective.

S5 - To assess the relationship between enterprises and the institutional framework in which activities are carried out.

S6 - To manage digital platforms, technological, audiovisual and computer media to search for information and for effective communication of business projects.

S9 - To manage a business internationalisation project and assume managerial responsibilities.

Competencias

C1 - To work in multidisciplinary and multicultural teams, in highly demanding situations in terms of time (deadlines for designing and executing projects and cases) and results.

C2 - To develop business and personal activities within the strictest ethical and socially responsible behaviours, as well as to develop sensitivity towards social and environmental issues.

C3 - To express themselves correctly, both orally and in writing, in Spanish and English, maintaining an appropriate image in their professional activity.

C4 - To lead the process of designing the international strategy.

C5 - To work in a team, prioritising the precision of the results and the soundness and originality of the proposals.

LEARNING PLAN

Training activities

Type of activity	Hours	% On site
TA2.- Practical classes	23	100
TA4.- Tutorials	2	100
TA5.- Individual student work	50	0

Teaching methods

Each student will be provided with a dossier containing documentation about the company. This documentation may take the form of publications, public company documentation or strategy cases.

Each student should make a personal analysis of the information provided, and draw some conclusions about the issues that are suggested in each case.

For each case and in each group a working session of 1.5 hours will be held in which the following tasks will be carried out:

- Analysis of the company's profile,
- Analysis of the situation in the industry,
- and a reflection on the main strategic lines followed by the company, in accordance with the existing conditions.

In some cases, an executive from the company under review will then give a presentation to all groups providing an insider's perspective on those issues that have been most relevant to the company's strategy in recent years. The presence of senior managers from the companies analysed represents an unbeatable opportunity to raise all the queries that may arise both during the personal work on each one, as well as during the preparatory sessions for each of the case studies. Obviously, attendance at these plenary sessions is essential for the didactic use of case studies where the presence of senior management is possible.

In order to get the most out of each of the sessions, student participation is essential. In order to achieve this objective, it will be necessary to carry out prior in-depth reading and analysis of the documentation provided.

EVALUATION

Evaluation system

Before the beginning of each class, a short test with simple questions should be completed to measure the level of knowledge of the case to be studied. The result of these tests will account for 10% of the final grade.

At the beginning of each session, the lecturer may invite one or more of the students to present the case study to their classmates.

After the last case study for the course, a series of questions will be asked in an exam about the cases analysed throughout the course and the different internationalisation strategies according to the generic environment of each industry of activity. This exam will provide 90% of the final grade for the course. The exam will contain 12 multiple-choice questions, which will provide a maximum of 6 points for the final grade of the exam, half a point each. In addition, the examination will contain an open question with several sections, which will account for a maximum of the remaining 4 points.

Space for answering this question will be limited.

Additionally, depending on the level of participation and success of the interventions during the course sessions, the final grade may be increased or decreased by up to 10%.

In the 2nd and subsequent exam sessions, the grade will depend on the test(s) (written test type, essay type, assignments, oral tests, etc.), which will be determined by the teachers and communicated to the students sufficiently in advance.

FACULTY

Coordinator/s

Mata Fernández-Balbuena, Gustavo Emilio

Doctor Ingeniero Industrial, Máster en Ingeniería Química, Máster en Ingeniería Metalúrgica (UPM).

Profesor Coordinador de la Asignatura Estrategia Avanzada. Casos de empresas internacionalizadas.

ICEX CECO.

Lecturers

Esteban Sánchez, Óscar

Licenciado en CC Químicas especialidad ingeniería química.

CEO.

New Delhi (India)

Vidal Lucena, Gonzalo

LICENCIADO EN CIENCIAS ECONOMICAS Y EMPRESARIALES.

ASESOR, GESTOR PATRIMONIAL Y FORMADOR <https://gonzalovidal.es>.

de Pastors Pérez, David

Licenciado en Ciencias Económicas U. Complutense de Madrid/ MBA Internacional EOI / PDG IESE.

Director General AENOR Conformidad.

AENOR.

BIBLIOGRAPHY AND LINKS

Bibliography

Supplementary documentation updating each case will be provided well in advance and is also required reading.