

Master's thesis

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

The aim of this subject is for students to develop an original business internationalisation project on an individual basis. Once the group project has been completed, the student has acquired the knowledge and methodologies to carry out an internationalisation project as a Master's Dissertation.

In addition to establishing and developing the different stages of a process of export and/or establishment abroad, this work also aims for the student to produce an individual written report, which they will have to defend orally in front of an examination board.

The MD will respond both to the nature of the export or implementation project being analysed, and also, where appropriate, to the content of the different subjects/areas studied in the Master's degree.

The student has two alternatives on which to carry out the MD:

a) Existing Product/Service: Students can choose an existing product/service within the project company's product range, and launch it in a country of their choice, with the exception of the target country for the group project or the other countries discarded in the selection by their subgroup.

b) New Product/Service: Students can create a new product/service from among those identified and described in section 1.4 of the project (business opportunities and new products/services), and launch it in the desired country, with the exception of the target country for the group project or the other countries discarded in the selection due to their subgroup.

The countries being studied by other subgroups, which correspond to the same company, will also be excluded, apart from, exceptionally, by decision of the tutor.

Although the MD will be based on the tutored 'Internationalisation Project'; that the student has carried out in a group, the new project must be original in its development, application and writing.

Name

Master's thesis

Code

102833

Academic year

2024-25

Degree

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

ECTS Credits

6

Type

TRABAJO DE FIN DE MÁSTER

Duration

Duracion A

Language

Spanish/English

CONTENTS

Contents

The specific methodology will be used to carry out the MD. The MD must be original and differentiated, both in content and form, in relation to the group project. The content will be according to the following table of contents (which can be modified if reasoned, something that will also be assessed by the examination board, as it will be more original):

- • Executive summary (*)
- • Introduction and objectives
- • Preliminary analysis (**)
- • Target market selection (***)
- • Form of market entry (export or establishment)
- • Marketing policy
- • Economic and feasibility plan (****)
- • Bibliography and Annexes (*****)

Notes:

(*) Unlike the Internationalisation Plan, in the MD the Executive Summary will be part of the project. It will have a maximum of 4 pages, with a summary of all the relevant information for the dissertation, from the introduction to the conclusions, as well as figures, tables, etc., if necessary.. In the Group Internationalisation Plan, 5 pages are indicated, including the title page, which does not apply in this case as it is within the work itself.

(**) The part of the preliminary analysis, which includes the presentation of the company, its products/services and its economic/financial analysis, as well as the sector and competition, shall not exceed 5 pages.

(***) In the selection of markets, it will not be necessary to make a comparison between several countries; it will be sufficient to justify the choice of the target market and its characteristics.

(****) 3 years for exports, 5 years or more for establishment, franchises, licences, etc.

The instruments of official support for internationalisation must be included and are understood to be cross-cutting to all stages of the project.

The student is expected to be realistic in estimating results, demonstrating coherence in the reasoning and in the recommendations made, regardless of whether the result of the project may be positive or negative, being able to suggest to the company the rejection of the project if this is the case. If it is well argued, rejection of the project will not incur any penalty.

(*****) According to the regulations received in this respect

The completed checklist must be added to the final document as an extra page, in which the student validates that the dissertation includes everything foreseen in the methodology and regulations for presenting the dissertation.

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.

CO7 - To know the structure and functioning of the organisations and institutions that support companies' internationalisation.

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

CO9 - To be familiar with different methodologies and the technical, economic and legal characteristics of international tenders organised by multilateral organisations and by public institutions and companies in different countries.

CO10 - To understand the internal processes, interdepartmental relations and the different roles that occur in the organisations of the supplying companies and in the purchasing bodies and companies, and their impact on the negotiation of international contracts.

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.

CO12 - To learn the theoretical foundations and put into practice the tools of Business Analytics, Big Data and Artificial Intelligence.

CO13 - To learn to incorporate the concept of sustainability in business and institutional projects, identifying its specific areas of practical application.

CO14 - To learn to incorporate other SDG concepts, which are also relevant for international companies, in their projects, identifying their specific areas of practical application.

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.

S7 - To manage software and statistical programmes for data recording and analysis.

S8 - To analyse the results of market and competition research to propose strategic orientations and operational actions.

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

S10 - To estimate the economic viability and financial profitability of internationalisation projects.

S11 - To assess the compatibility of the internationalisation project with the SDGs.

S12 - To integrate theoretical and practical knowledge in internationalised professional environments.

S13 - To develop specific practical skills in the area of international business and/or project management.

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. .

C6 - To lead and develop international business negotiation processes.

LEARNING PLAN

Training activities

Type of activity	Hours	% On site
TA4.- Tutorials	25	100
TA5.- Individual student work	125	0

Teaching methods

The module takes place in two phases:

• A first one, with the acceptance of the tutor for the country/product selected by the student.

• In a second phase, the tutor will carry out a preliminary assessment of the individual work presented by the student, reviewing compliance with the minimum contents that appear in the checklist or list of values, from a formal point of view, and making the general recommendations that they consider appropriate for the work to be •suitable for presentation•; or •suitable for presentation with recommendations•; for its subsequent defence before the examination board.

The defence and reading of the individual Master's Dissertation will take place during the second half of September, once the student has passed the evaluations foreseen in the other subjects on the syllabus and has all the credits required to obtain the Master's degree except those corresponding to the MD itself.

Those whose MD has been considered •Not Suitable• by the tutor will not be able to present their MD. In the event of a justified complaint by the student, a second reviewer will assess the work. If the two marks coincide, the grade shall be maintained as •Fail•. If there is a discrepancy, it will be sent to a third reviewer. Such reviews shall not be subject to appeal.

The student will present and defend their individual Master's Dissertation before a panel of 3 PhD lecturers, once it has been deemed •suitable for presentation•; or •suitable for presentation with recommendations•. Students will have a maximum of 15 minutes to present their work. At the end of the presentation, the examination board will ask questions for approximately 5-10 minutes. The tutor may attend the presentation if they so wish, although they will not have the right to vote when grading the work, and will not be allowed to remain during the deliberations.

Learning outcomes

• To be able to develop an original business internationalisation project on an individual basis.

• To be able to analyse how the company's internal situation and the international environment affect its foreign expansion.

• To analyse the potential and/or accessibility for students' products/services, using verified primary and secondary information.

• To choose the form of access to the selected market, either through direct or indirect export formulas, strategic partnerships, licensing or franchising agreements, or through implementation processes via delegation, commercial subsidiary or production subsidiary, by acquisition/merger, greenfield investment or joint venture. All this is completed while taking into account the relevant legal and contractual requirements.

• To design a marketing policy analysing the adaptations to be made to the product offering, costs and prices, as well as logistics and distribution channels, and propose a promotion and communication policy and budget for the selected market.

• To evaluate the costs and investment necessary to carry out the Internationalisation Project, as well as the sales and profitability objectives to be achieved.

• To identify the sources of funding available to carry out possible internationalisation projects, both internally and through private or public funding and grants.

• To experience in a practical way the formal presentation of a business project.

EVALUATION

Evaluation system

The MD can only be defended once the student has passed the evaluations foreseen in the other subjects on the syllabus and has all the credits required to obtain the Master's degree except those corresponding to the individual MD itself. As stated in the MD regulations, its defence before the examining board depends on the academic tutor's decision of "Suitable for presentation"; or "Suitable for presentation with recommendations". The tutor's assessment of "Suitable for presentation" does not imply that the dissertation has received a pass mark, as its evaluation and final grade corresponds exclusively to the examination board.

Each member of the examination board will mark the Master's Dissertation independently, on the basis of the criteria listed below. The members of the examination board will deliberate on the four marks. The chairperson will calculate the final mark from the examination board on the basis of the average of the marks from the members of the examination board.

Grades: the examination board will take into account the following criteria and weightings when marking the dissertation:

- A) For the assessment of the written MD, which will account for 60% of the total:
- The content of the MD: precision in defining the object of the project, realism, coherence, rigour and originality. This will account for 30% of the grade.
 - Formal presentation of the written work: writing, correction, bibliographical references, layout, etc. This will account for 15% of the final grade.
 - Quality of the executive summary included in the MD: summation, coherence and quality of the executive summary to fulfil its task: ability to summarise in a clear and concise manner the content of the project as a whole and the conclusion reached. This will account for 15% of the final grade.
- B) For the assessment of the oral presentation and defence, which will account for 40% of the final grade:
- Accuracy in defining and presenting objectives.
 - Ability to summarise and organise information, clarity, attractiveness of presentation, correctness and timeliness.
 - Ability to respond to questions and consistency of answers with the presentation and the work.
 - The examination boards will not apply a Gaussian Bell, but will tend to spread the marks, ordering the projects from least suitable to best. Failed MDs will be accompanied by an explanatory note signed by the president of the examination board explaining the reasons. This report will be sent to the student and their tutor, with the criteria that have led to the grade and in which recommendations may be included to improve its quality. The final grade from the examination board will be final,

FACULTY

Coordinator/s

Rompinelli Sáez, Ana Belén

*Consultora de Proyectos Internacionales con Financiación Multilateral
Profesora del Máster Universitario en Gestión Internacional de la Empresa*

Lecturers

Arrieta Carrillo, Tomás

*Doctor en Economía de la Empresa UCM, Ingeniero UPM.
Consultor.
Activos de Gran Experiencia.*

López-Quesada Fernández, Agustín

*Doctor en Economía de la Empresa y Finanzas.
Profesor y Tutor.*

Martín Cerdeño, Víctor J

*Doctor en Economía.
Profesor contratado Universidad Complutense de Madrid*

Somalo Peciña, Ignacio

*Doctor por la Universidad Rey Juan Carlos (Economía aplicada) Acreditado PAD (ANECA).
I-B-N2 Director Master Universitario en Dirección de Empresas.
ICE-IMF Centro adscrito a la Universidad Camilo José Cela.*

Gómez Quijano, Arturo

*Doctor- Universidad Complutense de Madrid
Profesor asociado.*

Pitarch Vázquez, Diego José

Ing. Técnico Superior Industrial / Lic. Administración Empresas.

Master.

ICEX.

Blanco Souto, Enrique

INGENIERO INDUSTRIAL.

ICEX.

Domínguez Blázquez, Marta

Ingeniero Superior de Telecomunicaciones, Universidad Politécnica de Madrid.

Profesora asociada. Temática: tecnología y transformación digital, internacionalización de startups.

Pérez Aguilar, Beatriz Silvia

LIC. CCEE especialidades Financiación y Marketing.

Tutora de Proyectos y Profesora.

ESADE, ICEX; ICADE.

Blond Bueno, Marta Isabel

Licenciada en Economía (Universidad de Alcalá)

Analista de Inversiones

Compañía Española de Financiación al Desarrollo (COFIDES).

Cuñat Arias, Federico Roberto

Licenciado en Ciencias Economicas, Politicas y Comerciales.

Tecnico Comercial y Economista del Estado (TCEE).

Universidad Complutense.

López Martínez, Félix

Licenciado en ciencias económicas y empresariales - suficiencia investigadora.

Bejerano Rodríguez, Fernando

Licenciado en Ciencias Económicas y Empresariales. Especialidad: Desarrollo Económico y Economía Internacional.

Madrid/Bruselas

Director Departamento América Latina AESA (www.aesagroup.eu)

Llamazares García-Lomas, Olegario

Licenciado en Ciencias Económicas y Empresariales.

Director de Global Marketing Strategies SL.

Global Marketing Strategies SL - Madrid

Luque Albarracín, Enrique

Licenciado en Derecho

Consultor experto en franquicia e internacionalización

Molins de la Fuente, Alejandro

Licenciado en derecho, Graduado en dirección de empresas.

Tello López, José Luis

Licenciado en Economía - especialidad Economía Internacional.

Consultor en Comercio Internacional, estrategia e inteligencia competitiva.

ICEX campus.

Hernández Andrés, Paula Soledad

LICENCIATURA DERECHO Y ADE - MÁSTER OFICIAL GESTIÓN INTERNACIONAL DE LA EMPRESA Y DERECHO PRIVADO.

ABOGADO.

COMPAÑÍA ESPAÑOLA DE FINANCIACIÓN DEL DESARROLLO, COFIDES, S.A., S.M.E..

Feito Hernández, Miguel Ángel

Licenciatura en Ciencias Económicas y Empresariales.

Técnico Comercial y Economista del Estado.

UIMP-ICEX.

Diez de Vega, Susana

TADE- Técnico en administración y Dirección de empresas.

ICADE- Máster en Dirección Comercial y marketing - ESIC.

CONTENUR- Directora de marketing y Comunicación.

BIBLIOGRAPHY AND LINKS

Bibliography

Students must use the Methodology for the Internationalisation Plan, group and individual MD, the Methodology for Presenting the MD and the associated bibliography, as well as the general or specific guidelines provided by their tutor during the course, as basic documents for preparing their project.

As the Master's Dissertation is both an academic and a business document, the rules of presentation and academic citation contained in the above-mentioned documentation must be followed, as well as using data from updated sources, duly referenced and cited.