

Nombre de la asignatura	Estrategias De Internacionalización
Código	300ADM020

Información básica

Departamento que ofrece la asignatura:		Departamento de Gestión de Organizaciones	
Núcleo Básico de Conocimiento:		Administración	
Área de conocimiento:		ECONOMÍA, ADMINISTRACIÓN, CONTADURÍA Y AFINES	
Créditos:	Horas con acompañamiento docente		Horas de trabajo independiente:
3 créditos			6 horas por semana
Total horas:	Horas de clase:	Horas de práctica o laboratorio	
48 horas	3 horas por semana	No aplica	
Modalidad:	Presencial		
Idioma en la que se imparte:	La asignatura se dicta solo en español		
Prerrequisitos:			
*	300ADM014-Logística Internacional		
Correquisitos:			
Asignaturas equivalentes:			

CONTENIDO

Using the elements of the above definition as a departure point for the study of internationalization strategy, the three fundamental questions in the firms' quest for internationalization would be.

- 1) The long-term goal: should a firm internationalize at all?
- 2) Courses of action: How it should internationalize?
- 3) The allocation of resources: How does the firm organize and allocate its resources while internationalizing?

With respect to question 1 above, to determine the long-term goals in terms of whether the firm should continue focusing in its domestic operations or initiate/pursue an internationalization strategy the relevant questions to ask would be,

- a) How international is the industry that the firm is located, or is likely, to become in the future.

b) What are the environmental level drivers of internationalization?

This question is relevant as due to the globalization markets, production, development of ICI' along with reduced trade barriers domestic markets are no longer immune to foreign competition and internationalization may not only be essential for competitive advantage but may be necessary for survival as ambitious foreign competitors can enter and disrupt a firms' domestic market. To analyze the drivers of internationalization Module A of this course will focus on the Strategy analysis involving the external analysis of the environment divided into two parts. In part I the focus will be on the national and industry level drivers of internationalization followed by an internal analysis that is focused on the firm-level drivers of internationalization in part II.

A) Strategy analysis for Internationalization

I) External Analysis: The globalization of companies and industries.

- 1) Understanding Industry Globalization.
- 2) Yip's Industry Globalization drivers.
- 3) Applying the CAGE framework.
- 4) Understanding and applying Porters' Diamond framework.
- 5) Yoffie's Globalization and industry structure.
- 6) The star framework.

II) Internal Analysis: Firm-level driver of Internationalization.

- 7) The OLI model
- 8) The resource and capabilities based perspective of Firm Advantage

Module B is designed to address how a firm should internationalize. This concerns the

pace, scale and mode internationalization given the environmental condition and the firm specific resources and capabilities that the firm has. Here we define the internationalization strategy as the process by which a firm conceives, organises and implements its location and its (current and future) development on new geographical zones. Our concern is mainly with pace, scale, competitive advantage and mode of internationalization.

B) Strategies for going International

I) Competitive Advantage through Internationalization.

g) The stages of Internationalization. io) Global value addition.

ii) International Competitive Advantage

International Strategy and Risk

II) Generic International Competitive Strategies

- Adaptation, Aggregation and Arbitrage Strategy.
- Global Platform Strategy: Scale and Variety.
- International network strategy: Coordinating Comparative advantage.
- Global Intermediary Strategy: matchmaking and market making
- Global entrepreneur Strategy: Creating new combinations and businesses.

Module C focusses on the Organization structure and design for Internationalization. The main question we will be dealing here would be how a firm should organize while pursuing its internationalization strategy.

C) Creating the international organization

- Organization structure.
- The coordination mechanism.
- The human resource planning

OBJETIVOS

The student will get the capability to perform a strategic analysis to make the appropriate (strategic) choices with respect to the internationalization strategy of a firm through case studies and international business simulation.

1. To analyze the risks and returns of internationalization for the assessment of opportunities in foreign markets, through the use of case studies and international business simulation.
2. To comprehend the underlying national level as well as industry and firm level drivers of internationalization in order to acknowledge the different environments that could affect firms decisions, through the use of case studies and international business simulation.
3. To Carry out a strategy analysis of firms by identifying and isolating the main strategic decisions necessary for making the right strategic choice for internationalization, through the use of case studies and international business simulation.
4. To design the appropriate entry strategy for internationalization in order to increase chances of success when getting into foreign markets, through the use of case studies and international business simulation.
5. To configure the right organization structure for effective internationalization, through the use of case studies and international business simulation.

DESCRIPCIÓN

Internationalization represents a strategic decision and whether a firm internationalizes early or late the internationalization strategy of the firm must effectively and efficiently match the firms' internal strengths (relative to competitors) with the opportunities and challenges found in geographically dispersed environments that cross international borders. The focus of this course is designing an internationalization strategy i.e. how a company should change and adapt its core (domestic) business model to achieve a competitive advantage as it expands internationally.