



Programas de Internacionalización Study Abroad 2021

Course title: DOING INTERNATIONAL BUSINESS: DEVELOPING MANAGERIAL, ENTREPRENEURIAL AND MARKETING SKILLS (4 WEEKS)

Teaching period : July 5 to July 30, 2021

Teaching hours: 80

Academic coordinator: Raquel Antolín López

Knowledge area: Management, Marketing, Entrepreneurship, International Business

1. INTRODUCTION

In a globalized economy, companies operate in different countries and employ an international workforce. In addition, companies today operate in dynamic and fast-changing environments that require quick and creative organizational responses. Given this scenario, students, potential managers and practitioners, need to develop managerial, entrepreneurship and marketing skills (negotiation, team management, communication, leadership, creativity, innovation, market research in an international environment, etc.) applicable to international and multicultural environments.

In this course, we offer a practical and applied perspective in order to develop and being able to develop these abilities and skills. Interaction among students will be encouraged to obtain and apply management and entrepreneurship skills in international organizations, understanding the different roles and functions of entrepreneurs and managers and developing basic skills for these positions.

The different modules will be taught by Doctors and Professors specialized in Management, Entrepreneurship and Marketing at the University of Almeria. All the lecturers have teaching experience both in Spanish and English in different bachelor degrees and in Master/Postgraduate courses, including a MBA and a Master in International Business Administration (in English). The teaching staff is also very active in research with publications in prestigious international journals such as *Academy of Management Learning and Education*, *J. Business Ethics*, *Human Resource Management*, *Organization & Environment*, *Technovation*, *Journal of Business Research*, *Plos One*, or *Business Strategy & the Environment*; as well as international chapters or books. In addition, their works are presented in international conferences such as *Academy of Management*, *Babson College Conference*, *Strategic Management Conference*, etc. Their research is multi-disciplinary and focuses on strategic management and marketing of private and public companies, as well as their organization and structure. It includes different levels of analysis: managers/entrepreneurs, teams, enterprises, economic sectors and production systems.



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2. OBJETIVES

1. Understanding and developing managerial, entrepreneurial and marketing skills needed to manage an international organization.
2. Dealing effectively with scenarios demanding complex decision-making processes, problem-solving, entrepreneurship, negotiation, effective communication, marketing, team management, motivation and leadership of groups in a multinational context.
3. Understanding and developing competences for the creation of a new company in an international context.

3. CONTENT

Modules	Description
MODULE A <i>Managerial Skills</i>	• Managers in the workplace: Current challenges
	• Motivation and leadership for a global workforce
	• Creating and managing teams in an international context
	• International negotiation and conflict management
	• Foreign trade and entry modes strategies
MODULE B <i>Entrepreneurial Skills</i>	• Introduction to entrepreneurial skills: Creativity and innovation:
	• Opportunity analysis: Idea feasibility and viability
	• Business models design
MODULE C <i>International Marketing Skills</i>	• International market research
	• Digital strategy
	• E-commerce
Professional Visits	<ul style="list-style-type: none"> • Cosentino Group© • Clisol Agro • Oro del Desierto
Seminars	<ul style="list-style-type: none"> • Young entrepreneurs panel • The (re)Evolution of Supply Chains • Managing sustainable cities



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4. METHODOLOGY

The course is completely taught in English. All professors in this course have experience teaching in English at an Undergraduate and Master's level.

The methodology of this course will be eminently practical and will foster the active participation and interaction of students, especially in a multicultural way.

We will use a variety of active and experiential learning methodologies: group dynamics, role plays, problem-solving activities, case studies, outdoor training activities, etc. We will also introduce gamification elements to engage students.

Some sessions (i.e. market research in international markets) will be held in computer-equipped spaces, where students will have the opportunity to practice with real data.

In addition, students will have the opportunity to visit three companies of the sector and attend seminars with entrepreneurs, managers and international trade experts.

5. PROFESSIONAL VISITS AND COMPLEMENTARY ACADEMIC ACTIVITIES

This course has an eminently practical focus and the theoretical lessons will be complemented with professional visits to companies of the main representative economic sectors of the south of Spain (i.e. construction and natural stone, intensive agricultural firms and multinational tourist and manufacture chains). The following extracurricular activities will be organized:

1. Visit to the headquarters of COSENTINO GROUP, one of the world leading companies in the design, production and distribution of architectural and decorative solutions from natural stone, and the first world producer of quartz surface Silestone®. Students will have the opportunity to know firsthand the strategic development, marketing and internationalization techniques that have led to this company to become world leader in the sector. With over 25 centuries of history, Macael quarries, have been and are the economic base of the region. Phoenicians, Romans and Arabs have lived through them, leaving a legacy of majestic works of our white marble. Examples of Macael Marble in the world: the Silver City Hotel in China, Burj Al Arab Hotel in Dubai, Kremlin Palace in Moscú, The court of the Lions at the Alhambra Palace in Granada.
2. Visit to the headquarters of CLISOL AGRO, a local firm with an extensive experience in the field of Mediterranean agriculture and of international reference in the sector worldwide. It has collaborated with the BBC documentary entitled "Europe's Salad Bowl". This firm is a clear example of an agriculture company which has focused on innovation and high qualifications of their staff as way to differentiate and compete in



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an increasingly globalized market, and with a higher number of consumers demanding higher quality products. Students will have the opportunity to know the business strategies being applied by the company for years which have become it an international benchmark of quality.

3. Visit to the headquarters of Oro del Desierto, a family firm located in Tabernas (Almería) focused on the production of organic olive crops that produces Organic Extra Virgin Olive Oil. It is a company with a very relevant internationalization strategy, as it currently exports its products to more than 30 countries. In addition, its quality and trajectory have been acknowledged with different national and international awards. For example, recently it was awarded with the 2º and 3º best olive oil awards according to the *World Best Olive* competition 2018/2019. Students can learn more about internationalization processes at a practical level, as well as managerial, entrepreneurial, and marketing skills can be successful.
4. Additional to these professional visits, outdoor training activities will be carried out with the aim of building teamwork spirit in the classroom and put into practice the conceptual skills acquired.
5. Furthermore, there will be several a sessions consisting in seminars with entrepreneurs, managers and international trade experts that have created or manage companies in different key sectors of Almería and that have an international scope.

Alternative visit: Visit to the head office of Bodega de Serón, a local winery, where the students will have the chance to learn the process of preparing wine and to taste it. The winery of Serón could be an example of an international-projected SME, despite its short history, it has already earned several international awards for its wines in international official competitions. The awards for its red "*Didacus*" and its white "*Saetías*" have come to recognize the great work of this winery, which has already become a benchmark in the world of wine. In the same office, students will have the opportunity of visit a factory of *Spanish cured ham* with the aim of showing the processes of salting, drying and curing of this worthy product. The climate and the height make Serón the ideal place to produce these products. The quality of this product has been recognized with the awarding of the PGI (Protected Geographical Indication) '*cured ham of Seron*' that covers cured hams made exclusively in the Andalusian village of Serón by a process that includes a period of natural drying-maturation of at least 12 months. Both the wine and Spanish cured ham are two of the main gastronomic emblems of Spain which attract the attention of international markets

6. ASSESSTMENT

Final grade 0-100 points:

- Class participation: 10 points
- Class activities: 20 points



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- Team-based presentations: 20 points
- Final test: 50 points

The overall pass mark is 50 and a minimum of 80% of attendance is required.

7. LECTURERS

PhD. Raquel Antolín López is an Associate Professor of Management at the University of Almeria. In addition, she collaborates in several projects with Indiana University, University of Colorado at Boulder and the City University of New York. Her main research interest lies at the intersection of sustainability, entrepreneurship and institutions. Her lines of research also include innovation, public policies, renewable energy and environmental strategy. The quality of her research has been recognized with different awards. On a teaching side, she teaches in both english and spanish, Entrepreneurship, Managerial skills and Quality and Environmental Management at undergraduate level, and International Strategic Management and International Business Negotiation in the Official Master of International Management and Modern Languages. She has been academic coordinator of the Business Study Abroad courses since 2015.

PhD. Miguel Pérez Valls is an Associate Professor of Management in the Department of Economics and Business Administration of the University of Almería. He participates in the Plurilingualism Plan since 2009 and teaches in several BA degrees (Strategic Management, Strategic Human Resources Management, Introduction to Business Administration, Business Organization and Administration, Human Resources Audit) and Graduate (MA) programmes (Strategic Management, Human Resources Management, Organizational Design, Data analysis, Curricular design). His main research lines focus on the impact of New Organizational forms on the development of business skills.

PhD. Nieves García de Frutos is an Associate Professor of Marketing in the Department of Economics and Business Administration of the University of Almería. She currently teaches Applied international market research in the Marketing degree, and E-commerce in the Master in International Management and Modern Languages at the University of Almeria. In addition, she has experience in teaching Commercial Communication and Intercultural competences. She teaches in both English and Spanish. Her research to date has focused mainly on anti-consumption and sustainable consumer behavior and has appeared in high-prestige journals such as the International Journal of Research in Marketing, Psychology & Marketing, Journal of Macromarketing, or the Journal of Business Ethics.

PhD. Jose Luís Ruiz Real is Assistant Professor of International Marketing in the Department of Economics and Business Administration of the University of Almería. He also has extensive experience as a consultant and advisor in Marketing, Positioning and Integral Management of Corporate Image, Digital Marketing, International Marketing, Branding and Tourism. It is a founding partner and Marketing Manager at MarcaDigital360, CEO at European Global



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Solutions, educational platform. Since 2011 he is Marketing Manager at Coolmyplanet. He combines his facet of consultant with teaching. He is teaches Marketing at the University of Almería (Spain), is a consultant advisor in the area of Marketing at Florida Institute of Management (Miami, USA), a consultant and tutor in the Bachelor of Marketing and Market Research at the Universidad Oberta de Catalunya (UOC), visiting professor at the University Changchun (China), as well as a guest lecturer at several national and international Universities.

PhD. Maria del Mar Gálvez Rodríguez, is Associate Professor of Management in the Department of Economics and Business Administration of the University of Almería, where she actively participates in teaching, research and management activities. Currently, she teaches Organization and Management, both in English and in Spanish. At a master level, she teaches Strategic Marketing, and Strategy. Her research activity is focused on Corporate Social Responsibility and Social Media in the Terciary sector (NGOs and foundations).

Ph.D. Jorge Tarifa Fernández is an Assistant Professor of Management in the Department of Economics and Business at the U.of Almería. He currently teaches Managerial Skills and Operations Management both at undergraduate and graduate levels. His research interest focuses on supply chain integration and the development of strategic capabilities and has been published in journals such as *International Journal of Logistic Management or Business Process Management Journal*. He is also interested in digital technologies management and skill-biased technological change. In addition, he is currently researching new approaches to disability and employability to contribute to diversity in the workplace.

Justo Alberto Ramírez Franco and **Jose Manuel Torrente Galera** are the founders of Pair of Jacks, a consulting company for entrepreneurs and start-ups. They provide consulting services and training for the creation and acceleration of new ventures. They have relevant practical experience that includes training in entrepreneurship, economic and financial viability of new business projects assessment, research market and business plan skills. Justo Alberto Ramirez Franco is also a part-time lecturer in the department of Management at the U. of Almería.

María del Mar Martínez Bravo is a PhD candidate in the Department of Economics and Business Administration of the University of Almería. She has experience in teaching in international courses held at the University of Almeria for international students. Her research to date has focused on urban sustainability and livability and city management. Her work has been published journals such as the *Journal of Cleaner Production*.

Organized by:

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APPENDIX: DETAILED CONTENT AND READINGS LIST BY SESSION

MODULE A: Managerial Skills

A.1. Managers in the workplace: Current challenges

Content

1. Introduction: Management in the 21st century
2. Why are managers important?
3. The nature of the manager's work
4. Current challenges for managing
 - 4.1. Growing competition and consumers' power
 - 4.2. Technological changes: Digitalization
 - 4.2.1. Social media management
 - 4.2.2. Shifting organizational limits
 - 4.2.2. Workers' privacy
 - 4.3. Managing diversity
 - 4.3.1. Empowering and leading a diverse workforce
 - 4.3.2. Work-life personal life balance
 - 4.3.3. Creating a safe, inclusive and respectful workplace
 - 4.4. Managing multiculturalism and globalization
 - 4.4.1. Strategic decisions in a global environment
 - 4.4.2. Managing a multicultural workforce
 - 4.5. Responsible management: Corporate sustainability
 - 4.5.1. Integrating social and environmental goals in strategy



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4.5.2. Managing the trade-offs between the triple bottom line

5. Final remarks

Learning objectives

- Explain why managers are important to organizations in the 21 century
- Understand how managers' job is changing in the workplace
- Understand the factors and challenges that are reshaping and redefining the manager's job
- Developing managerial skills to tackle current challenges

Bibliography

- **Books**

Lussier, R. N. (2018). *Management Fundamentals: Concepts, Applications, and Skills Development*. 8th ed. Sage. Springfield College, USA. Chapters 1, 2, and 3. ISBN: 9781506389394.

Robbins, S. P., y Coulter, M. (2018) *Management*. 14th ed. Pearson. New York, USA. Chapters 1, 4, 5 y 6. ISBN: 9780134527604.

- **Recommended readings**

"Team of teams: An emerging organizational model". (<https://www.forbes.com/sites/meehanjonker/2018/05/30/team-of-teams-an-emerging-organizational-model/#2ddd5be66e79>). (Forbes, May 3, 2018).

"Is it still managing when what you're managing are robots?" in Robbins, Stephen P., y Coulter, M. (2018) *Management*. 14th ed. Pearson. Nueva York (EEUU), p.39. ISBN: 9780134527604.

Thomas, D. C. y Peterson, M. F. (2018). "Introduction: The challenging role of the global manager", in *Cross-cultural management: Essential concepts* (4th edition), p. 2-20. Sage. ISBN: 978-1-5063-4070-8.

- **Videos**

"The challenge of leading in the 21st century" (TEDxFindhorn): <https://www.youtube.com/watch?v=p9fwC3tInlo>.



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A.2. Motivation and leadership for a global workforce

Content

Leadership

1. Introduction: What is leadership in the 21 century?
 - 1.1. What is a leader?
 - 1.2. The leadership process
2. Early and contingent theories of leadership
4. Contemporary theories of leadership
 - 4.2. Transformational-Transactional Leadership
 - 4.3. Charismatic/visionary leadership
 - 4.4. Team leadership
5. Leadership challenges in the 21 Century
 - 5.1. Building trust
 - 5.2. Empowering employees
 - 5.3. Leading in multi-cultural environments
 - 5.4. Substitutes of leadership
6. From theory to practice: Practical guide on how to lead

Motivation

1. What is motivation? Why is it important?
2. Early theories of motivation
3. Contemporary theories of motivation
4. Current challenges in motivation
 - 4.1. Motivating a cross-cultural workforce
 - 4.2. Motivating unique groups of workers



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4.2.1. Diverse employees

4.2.2. Professionals

4.2.3. Contingent employees

4.2.4. Low-wage and low-skill employees

4.3. Developing appropriate and effective rewards programs

5. From theory to practice: Practical guidelines for motivating employees

6. Final remarks

Learning objectives

- Understanding leadership and motivation skills in the 21 century
- Know different leadership theories and how to apply them
- Differentiate between leaders and managers
- Know the current challenges facing managers to develop effective leadership
- Know and critically analyze the current remains that managers face to motivate their employees
- Acquiring skills related to leadership and motivation in al international context

Bibliography

- **Books**

Peng S. (2018) *Motivation and Leadership*. In: Farazmand A. Springer, Cham ISBN: 978-3-319-20928-9.

Robbins, S. P., y Coulter, M. (2018). *Management*. 14th ed. Pearson. New York, USA. Chapter 13 and 16. ISBN-13: 9780134527604.

- **Recommended readings**

Bason, C., & Christian, R.D. (2019). The right way to lead design thinking: How to help project teams overcome the inevitable inefficiencies, uncertainties, and emotional flare-ups. *Harvard Business Review*, (March/April): 82-91.



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Becker, T. E., Kernan, M. C., Clark, K. D., y Klein, H. J. (2018). Dual commitments to organizations and professions: Different motivational pathways to productivity. *Journal of Management*, 44(3), 1202-1225

Ibarra, H., & Scoular, A. (2019). The leader as coach. *Harvard Business Review* (November/December): 110-119.

Moldoveanu, M., & Narayandas, D. (2019). The future of leadership development. *Harvard Business Review* (March/April): 40-48.

Becker, T. E., Kernan, M. C., Clark, K. D., y Klein, H. J. (2018). Dual commitments to organizations and professions: Different motivational pathways to productivity. *Journal of Management*, 44(3), 1202-1225.

Jungert, T., Van den Broeck, A., Schreurs, B., y Osterman, U. (2018). How colleagues can support each other's needs and motivation: An intervention on employee work motivation. *Applied Psychology*, 67(1), 3-29.

- **Videos**

“What it takes to be a great leader” (Roselinde Torres-TED@BCG San Francisco). https://www.ted.com/talks/roselinde_torres_what_it_takes_to_be_a_great_leader?referrer=playlist-how_leaders_inspire

“How great leaders inspire action” (Simon Sinek TEDxPuget Sound). https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action?referrer=playlist-how_leaders_inspire.

“Motivating People to Excellence | Cheryl Ferguson | TEDxWinnipeg” <https://www.youtube.com/watch?v=aljb6ZXBwV0>.

A.3. Creating and Managing teams in an international context

Content

1. Introduction: Why have teams become so popular in the business context?
2. Understanding teams
3. Creating and managing effective teams
 - 3.1. Developing groups into teams



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- 3.2. Decision making and conflict resolution
- 3.3. Team stage development and management styles
- 3.4. Managing team performance
- 3.5. Team performance problems
4. Current challenges in managing teams
 - 4.1. Managing global teams
 - 4.2. Managing virtual teams
 - 4.3. Building team skills
 - 4.4. Understanding social networks
5. From theory to practice: Practical guidelines for developing your coaching and team management skills
6. Final remarks

Learning objectives

- Know the advantages that a team-based business model can confer on the company Know the current challenges for managers regarding the creation and effective management of teams
- Develop coaching and team leadership skills
- Be able to unlock and resolve conflicts in work teams
- Learn how create and manage multicultural and multidiverse teams

Bibliography

- **Books**

Lussier, R. N. (2018). *Management Fundamentals: Concepts, Applications, and Skills Development*. 8th ed. Sage. Springfield College, USA. Chapter 8. ISBN: 9781506389394.

Robbins, S. P., y Coulter, M. (2018). *Management*. 14th ed. Pearson. New York, USA. Chapter 13. ISBN: 9780134527604.

- **Recommended readings**



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Murphy, K., y Loeur, N. (2018). An Evaluation of American Millennials Leading Global Teams: A Multidimensional Framework for Planning and Optimizing Success. *Journal of Management*, 19(1), 11.

Santistevan, D., y Josserand, E. (2019). Meta-Teams: Getting Global Work Done in MNEs. *Journal of Management*, In-press.

Wei, L. H., Thurasamy, R., y Popa, S. (2018). Managing virtual teams for open innovation in Global Business Services industry. *Management Decision*, 56(6), 1285-1305.

“We can learn much about work teams from studying sport teams” en Robbins S. P. y Judge T. (2017), *Essentials of Organizational Behavior*. 14 ed., p. 326. Pearson. ISBN: 9780134523859.

- **Videos**

“Steve Jobs on teamwork”. <https://www.youtube.com/watch?v=vVCB1vJWQIE>.

“Mark Zuckerberg on Team Dynamics”. <https://www.youtube.com/watch?v=fjvuq6mf28g>.

“Teams Start with Human Connections | Matt Eng | TEDxSanAntonio”. <https://www.youtube.com/watch?v=XVi-0a90XNA>.

A.4. International Negotiation and Conflict Management

Content

1. Introduction: Globalization and the new economy
2. What is negotiation in a global economy?
 - 2.1. The cultural effects on negotiation
 - 2.2. Cultural effects on conflict management
3. Hofstede and Trompenaars cultural dimensions
4. The negotiation process and approaches
5. The BATNA and Safety Net concepts in international contexts
6. Role-playing and activities
7. From theory to practice: Practical guidelines for improving negotiation skills and learn how to manage workplace conflicts in multicultural environments



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8. Final remarks

Learning objectives

- Learn how culture affects the negotiation process and be able to negotiate with people from different cultures
- Understand the role of culture in conflict management
- Know the strategies for conflict management and resolution, and be able to apply them
- Development of negotiation skills and conflict management in international contexts

Bibliography

- **Books**

Fisher, R., Ury, W. L., y Patton, B. (2011). *Getting to yes: Negotiating agreement without giving in*. Penguin. ISBN: 978-1847940933.

Luthans, F. y Doh, J. (2017). *International Management: Culture, strategy and Behavior*. 10th ed, Capítulo 7. McGraw-Hill Education.

Thomas, D. C. y Peterson, M. F. (2018). *Cross-cultural negotiation, in Cross-cultural management: Essential concepts* (4th edition). Sage. ISBN: 9781506340708.

- **Recommended readings**

Kray, L. J., y Kennedy, J. A. (2017). Changing the narrative: Women as negotiators—and leaders. *California Management Review*, 60(1), 70-87.

“Conflict 2.0” en Robbins, Stephen P., y Mary Coulter. (2018) *Management*. 14th ed. Pearson. Nueva York (EEUU), p. 416. ISBN-13: 9780134527604.

“Dimensionalizing Cultures: The Hofstede Model in Context” (<https://scholarworks.gvsu.edu/orpc/vol2/iss1/8/?&ei=9owuVLrgClfXaqznglgJ&sa=U&usg=AFQjCNFBrStEOAJaAVPLrpU8s-IDqibYvw&ved=0CEsQFJAJ>). (Online readings in psychology and culture, Jan 12, 2011).

“In BATNA Analysis, Knowledge Is Power”. (<https://www.pon.harvard.edu/daily/batna/in-batna-analysis-knowledge-is-power/>). (Program on negotiation. Harvard Law School, 2020).



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- **Videos**

“How Many of These 14 Common Negotiating Mistakes Do You Make?”

(<https://www.youtube.com/watch?v=NESOCaL38w0>). Descripción: El video presenta errores comunes que se realizan en negociaciones reales.

“Managing Conflict in the Workplace” (<https://www.youtube.com/watch?v=aSq5IMpQReM>).

Descripción: Este video presenta el origen de los conflictos en el entorno de trabajo.

A.5. Foreign trade and entry modes strategies

Content

1. Introduction to Foreign Trade
2. International market entry strategies
 - 2.1. Selecting international markets
 - 2.2. Modes of entry into international markets
3. International Promotion. Main Activities and Programs
 - 3.1. Main Instruments for the Promotion of Foreign Trade
4. From theory to practice: Practical guidelines for foreign trade
5. Final remarks

Learning objectives

Help students to acquire knowledge to confront decisions about international commercialization and international promotion, specifically selecting markets and modes of entry:

- Select markets according to the firm.
- Know the most important modes of entry into international markets.



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- Be able to design and carry out the strategies of international promotion most adapted to each case.

Bibliography

- **Books**

Meyer K.E., Ding Y., Li J. & Zhang H. (2018). "Overcoming Distrust: How State-Owned Enterprises Adapt their Foreign Entries to Institutional Pressures Abroad". In: Cuervo-Cazurra A. (eds) *State-Owned Multinationals*. JIBS Special Collections. Palgrave Macmillan, Cham.

Ruiz Real, J.L.. *Notes on Foreign Trade*. 2019.

- **Webs**

International market selection: https://ec.europa.eu/growth/sectors/tourism/business-portal/internationalisation-tourism-businesses/international-market-selection_en.

Modes of Entry into International Business (Advantages & Disadvantages): <https://www.superheuristics.com/5-modes-of-entry-into-international-markets/>.

Modes of Entry for International Markets: <https://www.ukessays.com/services/example-essays/business/various-modes-of-entry-for-which-an-organisation-can-internationalise-their-operations.php>.

- **Recommended readings**

Clark, D.R., Li, D. & Shepherd, D.A. (2018). "Country familiarity in the initial stage of foreign market selection". *J Int Bus Stud* 49, 442–472. <https://doi.org/10.1057/s41267-017-0099-3>

Lin, F.J. & Ho, C.W. (2019). "The knowledge of entry mode decision for small and medium enterprises". *Journal of Innovation & Knowledge*, 4(1), 32-37. <https://doi.org/10.1016/j.jik.2018.02.001>.

Reuber, A.R., Knight, G.A., Liesch, P.W. (2018). "International entrepreneurship: The pursuit of entrepreneurial opportunities across national borders. *J Int Bus Stud* 49, 395–406. <https://doi.org/10.1057/s41267-018-0149-5>.

Schellenberg, M., Harker, M.J. & Jafari, A. (2018). "International market entry mode – a systematic literature review". *Journal of Strategic Marketing*, 26(7), 601-627, <https://doi.org/10.1080/0965254X.2017.1339114>.



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- **Videos**

“Market Selection Process” - Internationalization - Global Marketing:

https://www.youtube.com/watch?v=GbP_lgzhNKk

“Where will your next customer come from?”:

<https://www.youtube.com/watch?v=edsQFgV2NdU>

“International Trade. Are you ready to be a part of it?”:

<https://www.youtube.com/watch?v=guDyUscKlwU>

Entry mode decision - Global Marketing: <https://www.youtube.com/watch?v=D8-PkFgw2Yk>

MODULE B: Entrepreneurial skills

B.1. Introduction to Entrepreneurship. Business ideas generation: Creativity and Innovation workshop

Content

1. Introduction: Why entrepreneurship and innovation are important for companies?
2. The entrepreneurial cycle
3. Opportunities: Their nature, discovery, and creation
4. Creativity as an engine of ideas: recognizing business opportunities
 - 4.1. Creativity process
 - 4.2. Creativity types
 - 4.2.1. Eureka creativity
 - 4.2.2. Secondary creativity
 - 4.3. Creativity techniques: cases and examples
5. From creativity to innovation
6. From theory to practice: Practical guidelines for improving entrepreneurial and innovation skills
7. Final remarks



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Learning objectives

- Explain the importance of the general environment as a source of ideas and an innovation engine
- Understand creativity types and know how to apply different creativity techniques
- Generate/Identify business opportunities through creativity
- Develop creativity and lateral thinking skills to solve organizational problems
- Be able to promote innovation and new ideas in the workplace

Bibliography

- **Books**

Baron, R. A., y Hmieleski, K. M. (2018). *Essentials of Entrepreneurship: Changing the world, One idea at a time*. 2nd ed. Edward Elgar Publishing. Cheltenham (UK). Chapter 2 and 3. ISBN: 9781788115889.

De Bono, Edward (1985). *Six Thinking Hats: An Essential Approach to Business Management*. Little Brown and Company. ISBN: 9780316177917.

Lussier, R. N. (2018). *Management Fundamentals: Concepts, Applications, and Skills Development*. 8th ed. Sage. Springfield College, USA. Capítulo 6. ISBN: 9781506389394.

- **Recommended readings**

“Wonderbly: Sensing, seizing, and transforming an international entrepreneurial opportunity” en Zucchella, A., Hagen, B., y Serapio M. G. (2018). *International Entrepreneurship*, p. 87. Edward Elgar Publishing. Cheltenham, UK. ISBN: 9781785365461.

- **Videos**

“A powerful way to unleash your natural creativity” (TEDxFindhorn): Tim Harford. https://www.ted.com/talks/tim_harford_a_powerful_way_to_unleash_your_natural_creativity.

“Tales of creativity and play” (TEDxFindhorn): Tim Brown. https://www.ted.com/talks/tim_brown_tales_of_creativity_and_play

- **Activities**

Antolin-Lopez, R. (2016) Idea Generation & Creativity: The Mysterious Box. *Experiential Entrepreneurship Exercises Journal*, 2(1), 43-50.



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B.2. Is my business idea attractive? Opportunity analysis

Content

1. Idea attractiveness assessment: Is my business idea a business opportunity?
 - 1.1. Business idea vs. Business opportunity
 - 1.2. Idea attractiveness assessment: the specific environment
2. Idea validation
 - 2.1. Product/service feasibility
 - 2.2. Organizational feasibility
 - 2.3. Industry attractiveness analysis
 - 2.4. Financial feasibility
3. Short cases: Examples of product failures
4. From theory to practice: Practical guidelines for opportunity analysis
5. Final remarks

Learning objectives

- Be able to assess if a business idea is a business opportunity
- Understand and know how to apply tools for idea feasibility analysis
- Understand the importance of refining and maturing business ideas

Bibliography

- **Books**

Kuratko, D.F. (2016). *Entrepreneurship: Theory, process, and practice*. Nelson Education. Chapter6.

Kampira, A. (2018). *Feasibility Studies: New Product Development and Launch* (Vol. 1). Abisha Kampira. Afregarde Strategies (Pty) LTD. ISBN 9780620787031.



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- **Recommended readings**

Bouquet, C., Barsoux, J. L., & Wade, M. (2018). Bring your breakthrough ideas to life. *Harvard Business Review*, 96, 102-113.

- **Activities**

Ramirez-Franco, J., Antolin-Lopez, R. (2016). Idea maturation: The wooden egg. *Experiential Entrepreneurship Exercises Journal*, 2(2), 38-47.

B.3.: Opportunity exploration: Business models design

Content

1. Introduction to business models
2. Business Model Generation
 - 2.1 Study Case: Diverxo
3. Canvas Model: 9 Building Blocks
 - 3.1. Customer Segments
 - 3.2. Value proposition
 - 3.3. Channels
 - 3.4. Customer Relationships
 - 3.5. Revenue Stream
 - 3.6. Key Resources
 - 3.7. Key Activities
 - 3.8. Key Partnership
 - 3.9. Cost Structure
4. Lean canvas
 - 4.1. Customer Segments
 - 4.2. Problem
 - 4.3. Value proposition
 - 4.4. Solution



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- 4.5. Channels
- 4.6. Revenues streams
- 4.7. Cost structure
- 4.8. Key metrics
- 4.9. Unfair advantage
5. Strategy and flexibility in business models
 - 5.1. Organization flexibility
 - 5.2. Productive flexibility
 - 5.3. Work flexibility
6. From theory to practice: Practical guidelines for business model design
7. Final remarks

Learning objectives

- Understand what is a business model and its elements through the Canvas tool
- Know how to apply the Canvas method to develop, describe and analyze a business model
- Learn about the differences about the canvas method and the lean startup canvas
- Be able to apply the lean startup method to a business idea to develop the business model
- Explain the concept of Strategic vision and the importance of flexibility in a business model
- Learn about new business models (e.g., collective business models, sustainable business models)
- Be able to graphically represent a business model

Bibliography

- **Books**

Osterwalder, A., & Pigneur, Y. (2010). *Business model generation: a handbook for visionaries, game changers, and challengers*. John Wiley & Sons.



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Ries, E. (2011). *The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses*. ISBN-13: 978-0670921607.

- **Recommended readings**

Mollick, E. (2019). What the Lean Startup method gets right and wrong. *Harvard Business Review*, 10, 1-4.

Amit, R. and C. Zott. (2012). *Creating value through business model innovation*. *MIT Sloan Management Review* (Spring): 41-49.

Antolin-Lopez, R., & Lopez-Cruz, A. (2020). Alternatives to Capitalism: Learning From Pro-Social Collective Business Models. In *Handbook of Research on Approaches to Alternative Entrepreneurship Opportunities* (pp. 266-290). IGI Global.

- **Videos**

“Business model innovation: beating yourself at your own game” (TEDx BCG Berlin): https://www.ted.com/talks/stefan_gross_selbeck_business_model_innovation_beating_yourself_at_your_own_game.

“The Business Model Canvas: Alexander Osterwalder:” (Stanford Technology Ventures Program)

<https://www.youtube.com/watch?v=2FumwkBMhLo>

“Competing on Business Models: Alex Osterwalder” (NBForum Norway)
https://www.youtube.com/watch?v=kIxs_BY6r6I

MODULE C: International Marketing Skills

C.1. Market research for business idea development

Content

1. Introduction to market research
 - 1.1. Conceptualization of market research
 - 1.2. The market research process
2. Market research for new business ideas development



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- 2.1. Exploratory research
- 2.2. Concept test
- 2.3. Product/service test
3. From theory to practice: Practical guidelines for conducting market research
4. Final remarks

Learning objectives

During this session the students will acquire knowledge about:

- The market research process: stages and tools
- How to develop a market research for new business ideas
- The relevance of conducting preliminary research and applying the concept and product test

Bibliography

- **Books**

Malhotra, N., Birks, D., & Wills, P. (2019). *Marketing research*. Pearson

- **Recommended readings**

Bangcuyo, R. G., Smith, K. J., Zumach, J. L., Pierce, A. M., Guttman, G. A., & Simons, C. T. (2015). The use of immersive technologies to improve consumer testing: The role of ecological validity, context and engagement in evaluating coffee. *Food Quality and Preference*, 41, 84-95.

Cui, G., Peng, L., & Florès, L. P. (2015). Selecting ideas for new product development. *European Journal of Innovation Management*, 18(3), 380-396.

Worch, T., Sinesio, F., Moneta, E., Abbà, S., Dreyfuss, L., McEwan, J. A., & Porcherot-Lassalette, C. (2020). Influence of different test conditions on the emotional responses elicited by beers. *Food Quality and Preference*, 83, 103895.

- **Videos**

Silicon Valley – Focus group S03E0. <https://www.youtube.com/watch?v=QYBcLMiR9b0>

C.2. Digital Strategy



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Content

1. What is business digital strategy?
2. Digital strategy and Collaborative economy.
3. Competitive advantage in platform business: network effects.
4. Monetization challenge in platforms business.
5. Strategies to compete in the world of platforms.
6. How can platforms business create sustainable competitive advantage
7. Challenges to develop a digital strategy
8. From theory to practice: Practical guidelines for developing a business strategy successfully in an international environment
9. Final remarks

Learning objectives

- Understand the concept of digital strategy and the importance of digital resources in business digital strategy
- Know the interlinks between collaborative economy and business models
- Learn the business model of digital platforms
- Understand the importance of network effects in platform business
- Understand how platforms generate value and how to monetize that value
- Know strategies to compete in the world of platforms
- Learn how to develop a business strategy in an international environment

Bibliography

- **Books**

Parker, G. G., Van Alstyne, M. W., & Choudary, S. P. (2017). *Platform Revolution: How Networked Markets Are Transforming the Economy? and How to Make Them Work for You*. WW Norton & Company. New York, USA. Chapters 1, 2, 4, 6 and 10. ISBN: 9780393354355.



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Yablonsky, S. (Ed.). (2018). *Multi-Sided Platforms (MSPs) and Sharing Strategies in the Digital Economy: Emerging Research and Opportunities*. IGI Global. Hersey PA, USA. Chapters 1, 2 and 3 ISBN: 19352700.

- **Recommended readings**

Bharadwaj, A., El Sawy, O. A., Pavlou, P. A., & Venkatraman, N. (2013). Digital business strategy: toward a next generation of insights. *MIS quarterly*, 471-482.

Gupta, S. (2018). Driving digital strategy: A guide to reimagining your business. *Harvard Business Press*, 288.

Täuscher, K., & Laudien, S. M. (2018). Understanding platform business models: A mixed methods study of marketplaces. *European Management Journal*, 36(3), 319-329.

- **Videos**

“The Platform Revolution” (Digital Ecosystem Management Global Summit 2016): <https://www.youtube.com/watch?v=hulWh2im0c8>.

C.3. E-commerce

Content

1. Introduction to e-commerce
2. Business models on the Internet
3. Web development
4. Digital marketing
5. Logistics
6. Web analytics
7. From theory to practice: Practical guidelines for e-commerce
8. Final remarks

Learning objectives

- Acquire knowledge on how to design, implement and maintain an e-commerce website.



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- Learn about business models on internet
- Identify internet opportunities for business models

Bibliography

- **Books**

Krug, S. (2015). *Don't make me think, revisited. A common sense approach to web usability*. New Riders. ISBN: 978-0-231-96551-6

Laudon, K. C., & Traver, C. G. (2019). *E-commerce: business, technology, society*. Pearson. ISBN: 978-1-292-30317-8.

- **Recommended readings**

Chiu, C. M., Wang, E. T., Fang, Y. H., & Huang, H. Y. (2014). Understanding customers' repeat purchase intentions in B2C e-commerce: the roles of utilitarian value, hedonic value and perceived risk. *Information Systems Journal*, 24(1), 85-114.

Hult, G. T. M., Sharma, P. N., Morgeson III, F. V., & Zhang, Y. (2019). Antecedents and consequences of customer satisfaction: do they differ across online and offline purchases?. *Journal of Retailing*, 95(1), 10-23.

Mäntymäki, M., Islam, A. N., & Benbasat, I. (2020). What drives subscribing to premium in freemium services? A consumer value-based view of differences between upgrading to and staying with premium. *Information Systems Journal*, 30(2), 295-333.

Tellis, G. J., MacInnis, D. J., Tirunillai, S., & Zhang, Y. (2019). What drives virality (sharing) of online digital content? The critical role of information, emotion, and brand prominence. *Journal of Marketing*, 83(4), 1-20.

- **Web resources**

Built with (<https://builtwith.com/>). This web allows discovering which software has been used to create different websites. Hence, it is a useful tool to analyze the competence.

Seminars

Seminar 1



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Contents:

1. Changing the rules
2. (re) Evolution. Some Causes
3. The tendency
4. How organizations re-act
 - 4.1. Human Resources
 - 4.2. Learning
 - 4.3. Cultural Change
 - 4.4. Future Vision
 - 4.5. Internal Processes
5. Approaches:
 - 5.1. Strategic Perspective: Intelligent Supply Chain
 - 5.2. Operational Perspective: Industry 4.0
6. An ally for improvement: Blockchain Technology
7. Final remarks

Learning objectives:

- Know the main contextual factors that affect the development of supply chains
- Identify the trends and responses of companies towards the collaborative vision
- Understand the main business tools to adapt to changes within supply chains
- Identify and recognize the main effects of digital technologies in new business models

Bibliography

- **Books chapters**

Tarifa-Fernández, J. (2019). Sustainable Implications of Industry 4.0. In *Responsible, Sustainable, and Globally Aware Management in the Fourth Industrial Revolution* (pp. 29-53). IGI Global.



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Tarifa-Fernández, J., Casado-Belmonte, M. P., & Martínez-Romero, M. J. (2019). Perspective and Challenges of Blockchain Technology in the Accountability of Financial Information. In *Architectures and Frameworks for Developing and Applying Blockchain Technology* (pp. 45-68). IGI Global.

Tarifa-Fernandez, J., & De Burgos-Jiménez, J. (2017). Supply chain integration and performance relationship: a moderating effects review. *The International Journal of Logistics Management*.

Tarifa-Fernández, J., Martínez-Aguilera, A. & Jiménez-Guerrero, J.F. (forthcoming). Challenges of Digital Technologies in the Development of Supply Chains: A Guide for their Selection. In *Applications of Big Data and Business Analytics in Management*. IGI Global

Seminar 2. Managing cities towards sustainability

Content

1. Cities as a hub for tackling societal global challenges
2. Pillars of a sustainable city
 - 2.1. Social Sustainability
 - 2.2. Economic Sustainability
 - 2.3. Environmental Sustainability
3. Managing cities sustainably
 - 3.1. SDG 11's targets by 2030
 - 3.2. Sustainable Cities Index
 - 3.3. Examples of sustainable measures in several cities
 - 3.4. Stakeholders for sustainable cities
 - 3.5. Entrepreneurship in Sustainable Cities
4. Final remarks

Learning objectives

- Understand what a sustainable city is



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- Learn about the different elements/pillars of sustainable cities
- Identifying synergies and trade-offs between sustainable pillar when managing cities

Bibliography

Martínez-Bravo, M.M, Martínez-del-Río, J., & Antolín-López, R. (2019). Trade-offs among urban sustainability, pollution and livability in European cities. *Journal of Cleaner Production*, 224, 651-660.

Martinez-Bravo, M.M., & Martínez-del-Río, J. (2020). Urban pollution, in Partnerships for the Goals, Encyclopedia of the SDGs: Transforming the World We Want. *World Sustainability Series*, Springer.

Sodiq, A., Baloch, A. A., Khan, S. A., Sezer, N., Mahmoud, S., Jama, M., & Abdelaal, A. (2019). Towards Modern Sustainable Cities: Review of Sustainability Principles and Trends. *Journal of Cleaner Production*, 227, 972-1001.

Sáez, L., Heras-Saizarbitoria, I., & Rodríguez-Núñez, E. (2020). Sustainable city rankings, benchmarking and indexes: Looking into the black box. *Sustainable Cities and Society*, 53, 101938.

- **Websites**

UN sustainable development goals. Goal 11:

<https://www.undp.org/content/undp/en/home/sustainable-development-goals/goal-11-sustainable-cities-and-communities.html>

Arcadis sustainable cities index: <https://www.arcadis.com/en/united-states/our-perspectives/sustainable-cities-index-2018/united-states/>