

Analysis and risk  
management of  
international projects  
**Master in Internationalization  
of companies**



UNIVERSIDAD  
**NEBRIJA**

## **General Information**

**Subject:** Analysis and Risk Management of International Projects

**Degree:** Master's Degree in Business Internationalization

**Nature:** Elective

**Language:** Spanish and English

**Mode:** In-person and Distance Learning

**Credits:** 6 ECTS

**Year:** 1<sup>st</sup>

**Semester:** 2<sup>nd</sup>

**Professor/Teaching Team:** Andrés J. Arenas Falótico, Marina Emilse Mattera

## **1. COMPETENCIES AND LEARNING OUTCOMES**

### **1.1. Competencies**

#### **Basics Competencies**

CB6 Understand knowledge that provides a base or opportunity to be original in the development and/or application of ideas, often in a research context.

CB7 Apply the knowledge they have acquired and their problem-solving capabilities in new or relatively unknown environments within broader (or multidisciplinary) contexts related to their area of study.

CB8 Integrate knowledge and handle the complexity of making judgments based on information that, being incomplete or limited, includes reflections on the social and ethical responsibilities linked to the application of their knowledge and judgments.

CB9 Communicate their conclusions, and the underlying knowledge and reasons supporting them, to specialized and non-specialized audiences in a clear and unambiguous manner.

CB10 Possess the learning skills that enable them to continue studying in a manner that must be largely self-directed or autonomous.

#### **General Competencies**

CG2 Understand new problems that arise and apply the most suitable solutions within a national and/or international business context.

CG3 Develop analytical skills for managing businesses in dynamic and complex environments, such as those within an international setting.

CG7 Carry out business and personal activities within ethical behaviors and with social and environmental responsibility.

#### **Specific Competencies**

CE4 Develop analytical capabilities that allow understanding the nature of problems within the organization and, therefore, the application of suitable tools.

CE12 Knowledge of the main legal and tax aspects that directly or indirectly affect the processes of business internationalization.

CE16 Learn to assess the risks of companies when undertaking complex international projects, as well as to understand some essential aspects that determine the success or failure of the projects.

CO1 Ability to minimize intrinsic and extrinsic risks to the project.

CO4 Evaluate the relationship between companies and the institutional framework in which activities are developed.

CO5 Knowledge of the structure and functioning of the bodies and institutions that support the internationalization of the company.

## 1.2 Learning Outcomes

Upon completing this course, the student will:

- Understand the nature of the various risk factors that can occur at each stage of a project or business internationalization process.
- Analyze and recognize the importance of good risk analysis in relation to competitive positions.
- Possess a solid and well-defined body of conceptual, technical, and procedural knowledge related to the export process, which allows for evaluating the impact of risk factors and their economic repercussions on the specific foreign market operation (or project).
- Be capable of developing a decision-making process for variables that affect risk, with their analysis and value management, linking it to the international strategy of the company and the limitations presented by differences in various cultural, socio-economic, and politico-legal environments. This is all aimed at being able to offer with assurance or confidence that there will be no unknown or unwanted costs, no unassumable risks, or non-transferable uncertainties.

## 2. CONTENT

### 2.1. Requirements

None.

### 2.2. Detailed Content

#### Contents

##### POLITICAL RISKS

Definition of political risk  
Sources of political risk  
Methodology for analyzing political risk  
How to conduct a political risk analysis?  
Who should perform the political risk analysis?

##### LEGAL RISKS

Violations and breaches of laws. Uncertainty and application of international laws.

Protection of privacy  
Compliance  
Contractual risks  
CLIENT RISKS

Risk of non-payment  
Currency quotation risk  
Credit insurance for both scenarios  
FINANCIAL RISKS

Liquidity risks  
Solvency risks  
Interest rate risks  
Exchange rate risks  
TAX AND FISCAL RISKS

What are tax risks?  
How are tax risks managed?  
Advances in tax risk management  
PROJECT RISKS

Risk identification in the project  
Risk evaluation/cataloging in the project  
Determination of contingency policies  
Monitoring and control of risks throughout the project  
MANUFACTURING AND SUPPLY RISKS

Risks in the value chains  
Types of risks  
Importance of risk management  
START-UP RISKS

Risks to consider during the project start-up phase

### 2.3. Directed Activities

During the academic year, students will need to complete a certain number of directed activities, either individually or in groups.

The purpose of these Directed Activities is to familiarize students with the applied nature of the concepts discussed in the classroom, so they can appreciate the use of theory in analyzing real-life situations.

Each professor will propose the Directed Activities that best suit the course throughout the year, always with a minimum of two.

### 2.4. Educational Activities

In-Person Attendance		
Educational Activity	Hours	Percentage of In-Person Attendance for the Educational Activity
AF1 Lecture	45	100%
AF4 Tutorials	10	80%
AF6 Practical Classes. Seminars and Workshops	20	100%
AF7 Internships	10	100%
AF9 Individual Study and Independent Work	29	0%

<b>A10 Individual or Group Assignments for Students</b>	10	0%
<b>A13 Activities Through Virtual Resources</b>	20	0%
<b>A14 Assessment</b>	6	100%
<b>TOTAL</b>	<b>150</b>	

  

Distance Learning Mode

<b>Educational Activity</b>	<b>Hours</b>	<b>Percentage of Attendance for the Educational Activity</b>
<b>AF2 Lectures</b>	60	0%
<b>AF4 Tutorials</b>	10	0%
<b>AF9 Individual Study and Independent Work</b>	19	0%
<b>A12 Individual Student Assignments</b>	20	0%
<b>A13 Activities Through Virtual Resources</b>	20	0%
<b>A14 Assessment</b>	6	100%
<b>A15 Study, Understanding, and Assessment of the Subject</b>	15	0%
<b>TOTAL</b>	<b>150</b>	

### Teaching Methodologies

In-person and Distance Learning:

<b>MD1</b>	Expository Method / Lecture
<b>MD2</b>	Problem-Solving and Exercises
<b>MD3</b>	Cases Studies
<b>MD5</b>	Project-Based Learning
<b>MD10</b>	Cooperative learning

### 3. Evaluation system

#### 3.1. Grading system

*The grading system (R.D. 1125/2003, of September 5) will be as follows:*

*0 - 4.9 Fail (F)*

*5.0 - 6.9 Pass (P)*

*7.0 - 8.9 Good (G)*

*9.0 - 10 Outstanding (O)*

The "honors" designation may be awarded to students who have obtained a grade equal to or higher than 9.0. Its number cannot exceed five percent of the students enrolled in the subject in the corresponding academic year, unless the number of enrolled students is less than 20, in which case only one "honors" designation may be granted.

### 3.2. Evaluation criteria

#### Face-to-face modality

##### Regular session

Evaluation system	Minimum weighting	Maximum weighting
SE1. Class attendance and participation	25%	25%
SE2. Presentation of assignments and projects (individual practices and teamwork)	25%	25%
SE4. Final individual in-person exam	50%	50%

##### Extraordinary session

Evaluation system	Minimum weighting	Maximum weighting
SE2. Presentation of assignments and projects (individual practices and teamwork)	25%	25%
SE4. Final individual in-person exam	75%	75%

#### Distance modality

##### Regular session

Evaluation system	Minimum weighting	Maximum weighting
SE1. Class attendance and participation	20%	20%
SE2. Presentation of assignments and projects (individual practices and teamwork)	20%	20%
SE4. Final individual in-person exam	60%	60%

##### Extraordinary session

Evaluation system	Minimum weighting	Maximum weighting
SE2. Presentation of assignments and projects (individual practices and teamwork)	25%	25%
SE4. Final individual in-person exam	75%	75%

The passing of any subject is subject to passing the corresponding final individual in-person exams.

### 3.3. Restrictions

#### Minimum grade

To calculate the average with the previous weightings, it is necessary to obtain at least a grade of 5 in the final exam.

**Writing Standards:**

Special attention will be paid to written assignments, practices, and projects, as well as exams, regarding both presentation and content, ensuring grammatical and spelling aspects are accurate. Failure to meet acceptable standards may result in points being deducted from the assignment.

**3.4. Warning about plagiarism**

The Antonio de Nebrija University will not tolerate plagiarism or copying under any circumstances. Plagiarism will be considered as the reproduction of paragraphs from sources other than the student's own work (Internet, books, articles, classmates' work, etc.), without citing the original source. The use of citations cannot be indiscriminate. Plagiarism is a serious offense. If such practices are detected, it will be considered a serious offense and the sanction provided in the Student Regulations may be applied.

**4. References**

1. Altbach, G. & Knight, J. (2007). The Internationalization of Higher Education. Motivations and Realities. *Journal of Studies in International Education*, 11, pp. 290–305.
2. Andersen, O. (1997). Internationalization and market entry mode: A review of theories and conceptual frameworks. *Management International Review*, 37, pp. 27-42.
3. Ariu, A. (2016). 'Services versus goods trade: a firm-level comparison.' In: *Review of World Economics*, 1, pp. 19–41.
4. Baldwin, R. & Freeman, R. (2021). Risks and global supply chains: What we know and what we need to know. NBER Working Paper No. 29444.
5. Barber, J. & Ghauri, P. (2012). Internationalization of service industry firms: Understanding distinctive characteristics. *Service Industries Journal - SERV IND J*, 32, pp. 1-4.