



IDENTIFYING DATA

International strategic management

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|---------------------|---|-----------|------|------------|
| Subject | International strategic management | | | |
| Code | V03G020V01603 | | | |
| Study programme | Grado en Administración y Dirección de Empresas | | | |
| Descriptors | ECTS Credits | Choose | Year | Quadmester |
| | 6 | Mandatory | 3rd | 2nd |
| Teaching language | #EnglishFriendly Spanish English | | | |
| Department | | | | |
| Coordinator | Guisado González, Manuel | | | |
| Lecturers | González Garrido, Ada Alicia González Loureiro, Miguel Guisado González, Manuel Rodríguez Domínguez, María del Mar | | | |
| E-mail | manuelguisado@uvigo.es | | | |
| Web | http://moovi.uvigo.gal | | | |
| General description | <p>The accelerated process of globalization of the world economic system is causing important consequences for the activity of companies, which are increasingly forced to act in international markets. Therefore, it is necessary to study and understand the factors that lead to the globalization of business and, above all, the most appropriate strategies to deal with this new reality. Understanding and choosing the strategy for entering foreign markets, knowing the location of the activities in the value chain, understanding the marketing strategies for products or services and analyzing the management of the cultural distance between countries, are some of the objectives of this assignment.</p> <p>English Friendly subject: International students may request from the teachers:</p> <ol style="list-style-type: none"> resources and bibliographic references in English, tutoring sessions in English, exams and assessments in English | | | |

Training and Learning Results

| | |
|------|--|
| Code | |
| B1 | Ability to analyse and synthesise |
| B2 | Critical and self-critical thinking |
| B5 | Oral and written communication skills. |
| B8 | Capable of fluent communication within the student's context including interpersonal skills such as active listening, negotiation, persuasion and presentation |
| B9 | Ability to work effectively within a team |
| B10 | Issue assessment reports on specific situations regarding companies and markets |
| B11 | Design global management projects or projects related to the functional areas within a company |
| B13 | Capacity for learning and independent work |
| B14 | Capacity to apply the theoretical and practical knowledge acquired in a specialised academic context |
| C1 | Acquire and understand knowledge regarding: the relationships between the different subsystems that make up the business system |
| C3 | Acquire and understand knowledge regarding: Internal aspects, functions and processes of organisations including their nature, structure, direction, operation and management |
| C5 | Acquire and understand knowledge regarding: The relationship between the business and its surroundings, evaluating its impact on business strategy, behaviour, management and sustainability |
| C11 | Make strategic decisions using different types of business models |

- C12 Solve problems effectively and make decisions using the appropriate quantitative and qualitative methods, including the identification, expression and solution of business problems
- C13 Mobility and adaptability to different contexts and situations
- D1 Effective personal management in terms of time, planning and behaviour, motivation and initiative both as an individual and as a member of the business community
- D2 Capacity for leadership, including empathy with others
- D3 Responsibility and the capacity to take on commitments
- D4 Ethical commitment in work
- D5 Motivation for quality and continuous improvement

Expected results from this subject

| Expected results from this subject | Training and Learning Results | | |
|---|--|-------------------------------------|----------------------------|
| To be able to apply the main theories of international trade, ranging from the classic paradigms to the approaches that explain the flows of international trade by departing from the activities the firms develop | B1 B13 | C5 | D1 D5 |
| To be able to distinguish between the main factors driving the acceleration of the firms' internationalization that began in the Twentieth Century | B1 B2 B13 | C1 C3 C5 | D1 D5 |
| To identify some of the most frequently used organizational structures in the international business arena | B1 B13 | C3 | D1 D5 |
| To distinguish between the relevant factors affecting the firm's competitive strategy in foreign markets | B1 B2 B13 | C1 C3 C5 C11 | D1 D5 |
| To evaluate the different alternatives of entry modes to foreign markets: exports, cooperative agreements and foreign direct investments | B1 B10 | C5 C11 | D1 D5 |
| To synthesize the specific features that are to be considered when managing a multinational enterprise strategically | B1 B10 B13 | C1 C3 C5 | D1 D5 |
| To demonstrate the handling of the appropriate theoretical concepts in order to interpret and resolve certain problems related with the management of international firms | B1 B5 B8 B9 B10 B11 B13 B14 | C1 C3 C5 C11 C12 C13 | D1 D2 D3 D4 D5 |

Contents

Topic

INTERNATIONAL TRADE THEORIES

ORIGIN OF THE INTERNATIONAL ACCELERATION

THE BASIC PROCESS OF INTERNATIONALIZATION

THE PROCESS OF EXPORTING

EXPORTS: FIRM vs. NATIONAL PRODUCTIVITY

OUTSOURCING

INTERNATIONAL STRATEGIC ALLIANCES

BASIC STRATEGIES OF MULTINATIONALIZATION

Planning

| | Class hours | Hours outside the classroom | Total hours |
|--------------------------|-------------|-----------------------------|-------------|
| Introductory activities | 1 | 0 | 1 |
| Lecturing | 18.5 | 0 | 18.5 |
| Case studies | 22.5 | 15 | 37.5 |
| Mentored work | 2.5 | 15 | 17.5 |
| Objective questions exam | 3 | 50 | 53 |
| Project | 2.5 | 20 | 22.5 |

*The information in the planning table is for guidance only and does not take into account the heterogeneity of the students.

Methodologies

| | Description |
|-------------------------|---|
| Introductory activities | Activities to take contact and gather information about the students, as well as to present the subject |

| | |
|---------------|--|
| Lecturing | Exhibition by the professor of the subject, theoretical bases, analysis of real situations, and/or guidelines of a work, exercise or project to develop by the student |
| Case studies | Analysis of a fact, problem or real event with the aim to know it, interpreted, resolved, generate hypothesis, contrast data, complete knowledges, diagnosed and trained in alternative procedures of solution |
| Mentored work | The student develops exercises or projects in the classroom with the professor supervision. Its development can be linked with autonomous activities of the student |

Personalized assistance

Methodologies Description

| | |
|---------------|--|
| Lecturing | Exhibition by the professor of the subject, theoretical bases, analysis of real situations, and/or guidelines of a work, exercise or project to develop by the student |
| Case studies | Analysis of a fact, problem or real event with the aim to know it, interpreted, resolved, generate hypothesis, contrast data, complete knowledges, diagnosed and trained in alternative procedures of solution |
| Mentored work | The student develops exercises or projects in the classroom with the professor supervision. Its development can be linked with autonomous activities of the student |

Assessment

| Description | Qualification | Training and Learning Results |
|---|---------------|---|
| Case studies In order to opt for continuous evaluation, it will be necessary to submit several resolved cases. In the case of opting for the non-continuous evaluation, a practical exam will also be carried out. In both cases, a minimum score of five points (out of 10) will be required in order to make the average with the rest of the items. | 20 | B1 C11 D1 B2 C12 D2 B5 C13 D3 B8 D4 B9 D5 B10 B11 B13 B14 |
| Objective questions exam Several tests will be carried out to evaluate the knowledge acquired on the subject during the course, tests that will refer both to the knowledge acquired through the reference bibliography, and to the development and content of the classes. A minimum score of five points (out of 10) will be required to be able to make the average with the rest of the items. | 60 | B1 C1 D1 B2 C3 D5 B10 C5 B13 C11 |
| Project It will be necessary to deliver a project carried out in a group to evaluate the knowledge acquired during the course. A minimum score of five points (out of 10) will be required to be able to make the average with the rest of the items. | 20 | B1 C11 D1 B2 C12 D2 B5 C13 D3 B8 D4 B9 D5 B10 B11 B13 B14 |

Other comments on the Evaluation

Students may choose to be assessed using the continuous assessment (CA) system, or alternatively opt for a Global Assessment (GA) test. The default assessment is the CA. Students may choose GA according to the procedure and deadline established by the centre. The choice of GA implies the waiver of the right to continue being assessed by means of the remaining CA activities and the grade obtained up to that moment in any of the tests that have already been taken.

Continuous assessment: In this case, the student will take several partial liberating theoretical exams. To pass it, a minimum grade of 5 (out of 10) is required and the weight of these exams in the final grade will be 60% (none of them, individually considered, will have a weight that exceeds 40% of the final mark).

The remaining 40% of the grade will correspond to the practical part, divided equally between the presentation of cases (20%) and the completion of a project (20%). To be able to take these two tests it is necessary to attend 80% of the seminars and to pass them you must achieve a minimum grade of 5 out of 10 in each of them.

In cases where the student has decided to opt for CA and has not passed the subject, they may take the official exams to recover the part(s) they have failed. In this sense, the grade obtained in the passed part will be saved, and the student will only need to take the first period exam with the failed part. Likewise, the approved parts will be kept for the examination of the second period.

For successive calls, the approved parts will not be saved.

Global assessment: In any case, in each call there will be a theoretical exam of the subject that will have a weight of 60% of the grade. In this case, it will also be necessary to deliver on the same day or before a piece of work done individually that will weigh 20%. The remaining 20% will correspond to the realization of a practical exam and the delivery of the practical cases carried out by the students of continuous evaluation. You need to get a minimum score of 5 points (out of 10) in each part to be able to average.

Students who do not take part in the CA or the GA will appear in the minutes as "no-shows".

It is recommended that students take into account Title VII (On the use of illicit means) of the Regulations on Assessment, Grading and Quality of Teaching and the Student Learning Process:

<https://secretaria.uvigo.gal/uv/web/normativa/public/normativa/documento/downloadbyhash/4904ced4d24eb81fe5715ddde2c48c59c0a7c4d624cd0e7491df7a753985ccfa>

The dates and times of the GA tests (first and second chance) are those specified in the calendar of assessment tests approved by the Faculty Board for the academic year 2023/24. In case of conflict or disparity between the exam dates, those published on the faculty website, <http://fccee.uvigo.es/organizacion-docente.html>, will prevail.

In the extraordinary End of Degree call, a final exam will be held that will account for 100% of the grade.

The differences in the evaluation method used by the centers of the Faculty of Economic and Business Sciences of Vigo and the Faculty of Business Sciences and Tourism of Ourense are due to the necessary adaptation of the same proposed learning outcomes and competencies to the different organization of teaching used by both centers. In any case, the exact weights of each test will be announced at the beginning of the course on the tele-teaching platform.

Sources of information

Basic Bibliography

Guisado Tato, M., **Internacionalización de la empresa**, Pirámide, 2002

Guisado Tato, M., **Estrategias de multinacionalización y política de la empresa**, Pirámide, 2003

Daniels, Radebaugh, Sullivan,, **International Business**, Pearson International Edition, 2015

Arteaga Ortiz, Jesús, **Manual de internacionalización**, ICEX, 2017

Complementary Bibliography

Guerras Martín, LA e Navas Lopez, JE, **La dirección estratégica de la empresa: teoría e aplicaciones**, Thomson, 2007

Hernández García, A, **Internacionalización y competitividad en la economía española: factores relevantes para la empresa**, Pirámide, 2010

Hill, CWL, **Negocios internacionales: competencia en el mercado global**, Mc Graw Hill, 2011

Verbeke, A, **International business strategy: rethinking the foundations of global corporate success**, Cambridge University Press, 2013

Cavusgil, Knight, Riesenberger, **International Business: The new realities**, Pearson, 2014

Griffin, Pustay, **International Business**, Pearson International Edition, 2007

Recommendations

Subjects that it is recommended to have taken before

Business: Basics of management/V03G020V01102

Business: Business management/V03G020V01203

Strategic management/V03G020V01503

Organizational theory/V03G020V01505

Other comments

Students will be provided with the specific information and guidelines necessary at each stage of the learning process.

The subject is also taught in the PCEO Ade-Dereito in the 5th year, 2nd semester. The coordinator is Professor Oscar García Álvarez.

The tutorials of the teachers will be collected in the MOOVI platform.
