



IDENTIFYING DATA

International strategic management

Subject	International strategic management			
Code	V03G020V01603			
Study programme	(*)Grao en Administración e Dirección de Empresas			
Descriptors	ECTS Credits	Choose	Year	Quadmester
	6	Mandatory	3rd	2nd
Teaching language	Spanish English			
Department				
Coordinator	Guisado Tato, Manuel Rodríguez Domínguez, María del Mar			
Lecturers	González Loureiro, Miguel Guisado Tato, Manuel Rodríguez Domínguez, María del Mar			
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General description	The fast-paced process of globalization of the worldwide economic system originates important consequences for the firms' activities: they are really pushed to operate increasingly in the international markets. Thus, studying and understanding the factors that drive the business globalization is essential for future managers, in particular, the learning of the strategies that are more suitable to face this new reality. Some of the learning outcomes of this subject are the understanding of the entry modes to international markets and how to evaluate them, the knowledge of the best location for each activity of the value chain, the understanding the strategies to selling products and services in the foreign markets, and the ability to manage the cultural distance			

Competencies

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

Learning outcomes

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	20	0	20
Case studies	21.5	5	26.5
Mentored work	2.5	15	17.5
Objective questions exam	1.5	50	51.5
Project	2.5	20	22.5
Problem and/or exercise solving	1	10	11

*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		
Objective questions exam	One or more quizzes under the form of a multiple choice test to evaluate the knowledge of the subject acquired by the student. These tests can include questions about both the knowledge acquired by studying the bibliographic references and that transferred during the theoretical lectures. The attendance to theoretical lectures is a requisite to be eligible for this assessment. A minimum grading of five points over ten will be needed to calculate the weighted average marks with the practical marks.	80	B1 B2 B10 B13	C1 C3 C5 C11	D1 D5
Project	A project made by a group of students will be required to evaluate the knowledge acquired during the course. To be eligible for this evaluation, the student should attend the practical seminars. A minimum grading of five points out of ten will be needed to calculate the weighted average marks with the theoretical marks.	10	B1 B2 B5 B8 B9 B10 B11 B13 B14	C11 C12 C13	D1 D2 D3 D4 D5
Problem and/or exercise solving	One or more quizzes, tests or short-response questions to grade the knowledge acquired during the practical seminars	10	B1 B2 B10 B13	C1 C3 C5 C11	D1 D2 D3 D4 D5

Other comments on the Evaluation

This comments only apply to the students that are in the English taught subject.

The exact weighs of each part will be given at the beginning of the course within the FAITIC platform. The Spanish system grading ranges from 0 to 10 points, being required a minimum of 5 points to obtain a pass mark.

There are two ways of evaluation: a continuous evaluation and non-continuous evaluation.

The continuous evaluation (Requires the attendance to both the theoretical lectures and practical seminars): In this case, the student may take an early extra-official examination of the theoretical part. To pass this, a minimum mark of 5 out 10 is required in order to be eligible to calculate the average mark with the practical mark. This exam's weigh will be 80%. The rest of the 20% of the final mark will be the grading of the practical part of the subject, which will consist of the project that is to be performed in a group (10%) and the mark of a short examination of the practical contents lectured in the seminars. A minimum of 5 out of 10 is required to average this mark with the mark of the theoretical part. Both parts should be passed independently to obtain a pass mark in the final grade. When the student that chose this evaluation system fails, s/he can take any or both of the official calls for examination to obtain the pass grading of the part(s) s/he failed in the previous call. Thus, the student will retain the mark of the part (either the theoretical or the practical part) s/he has passed in previous calls in both official calls (named June and July calls). The failed parts are not valid for calls in subsequent academic years.

*Non-continuous evaluation: they can take any or both of the two official examinations (named, June and July calls). This examination will consist of two parts. One part will include questions about the theoretical part, and will weigh an 80% of the final mark. The other part will include questions about the practical part, and will weigh a 10% of the final mark. The other 10% remaining will be the mark of the project that the student should develop individually (not within a group). A minimum mark of 5 out of 10 is required in each of both parts (theoretical and practical parts) in order to calculate the weighted average mark.

The official dates of the two calls for the examination are posted in the website of the Faculty of Economics and Business Management Sciences (campus Vigo). The different weights of each evaluation test published in this syllabus to assess the same learning outcomes and competencies is owed to the need for adapting the evaluation to the different combination of learning methods used in each faculty (namely, the Faculty of Economics and Business Management Sciences in the campus of Vigo, and the Faculty of Business Management Science and Tourism in the campus of Ourense).

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**, 15th edition, Pearson International Edition, 2015

Complementary Bibliography

Guerras Martín, LA e Navas Lopez, JE, **La dirección estratégica de la empresa: teoría e aplicaciones**, 4ª edición, 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**, 5th edition, 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

This syllabus foresees the lines of action that are to be carried out with the student during the course and it is conceived in a flexible way. Consequently, it may require readjustments over the course stemming from the group's dynamics in the classroom or because of the relevance of the situations that may arise. In addition to this syllabus, the lecturers may provide the information and guidelines that may be necessary in each stage of teaching-learning process

The subject is also on the PCEO Ade-Dereito in the 5th course, second semester