



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 | Rodríguez Domínguez, María del Mar | | | |
| Lecturers | García Álvarez, Óscar González Loureiro, Miguel Reyes Santias, Francisco Rodríguez Domínguez, María del Mar | | | |
| E-mail | mrdguez@uvigo.es | | | |
| Web | http://http://fatic.uvigo.es | | | |
| 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

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|------|--|
| 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 | 18.5 | 0 | 18.5 |
| Case studies | 21.5 | 5 | 26.5 |
| Mentored work | 2.5 | 15 | 17.5 |
| Objective questions exam | 3 | 50 | 53 |
| 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 | Two 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. | 70 | 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. | 15 | 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 | 15 | B1 B2 B10 B13 | C1 C3 C5 C11 | D1 D2 D3 D4 D5 |

Other comments on the Evaluation

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

The continuous assessment (requires the attendance to both the theoretical lectures and practical seminars): In this case, the student may take two early extra-official examination of the theoretical part. To pass this, a minimum mark of 5 out of 10 is required in order to be eligible to calculate the average mark with the practical mark. This exams weigh will be 70%. The rest of the 30% 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 (15%) and the mark of problems/exercises about 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 assessment: 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 70% of the final mark. The other part will include questions about the practical part, and will weigh a 15% of the final mark. The other 15% 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) (<http://fccee.uvigo.es/es>). 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

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**, 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. The coordinator is Oscar García Álvarez

Contingency plan

Description

None

* Non-attendance mechanisms for student attention (tutoring)

The non-attendance mechanism will be by email, telephone and through the remote campus in the teacher's individual office

* Modifications (if applicable) of the contents

None

* Additional bibliography to facilitate self-learning

Some new virtual resources may be provided to the students through fatic

* Other modifications

=== ADAPTATION OF THE TESTS ===

* Tests already carried out

Their weight will be maintained

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* Pending tests that are maintained

Case delivery

...

* Tests that are modified
They will be adaptated to a virtual environment

* New tests

* Additional Information
