



IDENTIFYING DATA

International strategic management

Subject	International strategic management			
Code	O04G020V01603			
Study programme	Grado en Administración y Dirección de Empresas			
Descriptors	ECTS Credits	Choose	Year	Quadmester
	6	Mandatory	3rd	2nd
Teaching language	#EnglishFriendly Spanish Galician			
Department				
Coordinator	Vázquez Abad, Jesús			
Lecturers	Vázquez Abad, Jesús			
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General description	In these last years the companies have had to transform to end to adapt to the changes *imperantes (new technologies, communications, markets, trade, forms of work, sources of finance, protection of the environment, etc.) that have accelerated the process of globalisation of the world-wide economic system. All this is originating important consequences for the activity of the companies, that see forced, increasingly, to act in the international markets. Therefore, it is precise to study and know the factors that drive to the globalisation of the businesses and, especially, the strategies of development more adapted to face up to this new reality. Understand and choose the strategy of entrance in the external markets according to the identification of the distinct risk to which exposes , know the location of the activities of the chain of value, comprise the strategies of commercialisation of the products or services, analyse the risk (country, politician, economic, financial, official,...) Associated to the election of the most ideal country, as well as the management of the cultural distance between countries, are some of the aims of this subject. English Friendly subject: International students may request from the teachers: a) resources and bibliographic references in English, b) tutoring sessions in English, c) 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		
Distinguish the main causes of the internationalization acceleration of companies that began in the 20th century.	B1 B2 B13	C1 C3 C5	D1 D5
Identify some of the most common organizational structures in the field of international business.	B1 B13	C3	D1 D5
Distinguish the relevant factors that affect the competitive strategy of companies in international markets.	B1 B2 B13	C1 C3 C5 C11	D1 D5
Evaluate the different entry alternatives in foreign markets: exports, cooperation agreements and direct investment.	B1 B10	C5 C11	D1 D5
Synthesize the specific peculiarities to be taken into account in the strategic direction of a multinational company.	B1 B10 B13	C1 C3 C5	D1 D5
Demonstrate the handling of the appropriate theoretical concepts to solve and interpret certain problems related to the management of internationalized companies.	B1 B5 B8 B9 B10 B11 B13 B14	C1 C3 C5 C11 C12 C13	D1 D2 D3 D4 D5

Contents

Topic
SUBJECT 1: THEORY OF THE INTERNATIONAL TRADE
SUBJECT 2: GÉNESIS OF THE INTERNATIONAL ACCELERATION
SUBJECT 3: THE BASIC PROCESS OF INTERNATIONALISATION
SUBJECT 4. THE PROCESS OF EXPORT
SUBJECT 5: EXPORTS:BUSINESS PRODUCTIVITY VERSUS NATIONAL PRODUCTIVITY
SUBJECT 6: OUTSOURCING
SUBJECT 7: STRATEGIC ALLIANCES
SUBJECT 8: BASIC STRATEGIES OF MULTINACIONALIZACIÓN

Planning

	Class hours	Hours outside the classroom	Total hours
Introductory activities	1	0	1
Lecturing	20	5	25
Case studies	22.5	35	57.5
Mentored work	4	15	19
Objective questions exam	1.5	35	36.5
Presentation	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 aimed at making contact and gathering information about the students, as well as presenting the subject.
Lecturing	Presentation of the basic contents for the development and learning of the subject.
Case studies	Analysis of a fact, problem or real event with the purpose of knowing it, interpreting it, solving it, generating hypotheses, contrasting data, reflecting, completing knowledge, diagnosing it and training in alternative solution procedures. It will be held during the classes of the medium groups.
Mentored work	The student, individually or in a group, prepares a document on the topic of the subject or prepares seminars, research, reports, essays, summaries of readings, conferences, etc. Some of the work will be done during the small group classes.

Personalized assistance

Methodologies Description

Mentored work	Attention to student queries related to the work to be done in small groups. It will be developed in person (directly in the classroom and during tutorial hours). It can also be done by telematic means (email, virtual office, videoconference, ...), under the prior agreement modality.
Case studies	Attention to student queries related to cases to be resolved in medium groups. It will be developed in person (directly in the classroom and during tutorial hours). It can also be done by telematic means (email, virtual office, videoconference, ...), under the prior agreement modality.

Assessment

Description		Qualification Training and Learning Results			
Case studies	Deliveries of the cases studied and resolved in the sessions of the medium groups.	40	B1 B2 B5 B8 B9 B14	C5 C12 C13	D1 D2 D3 D4 D5
Objective questions exam	Test to evaluate the acquisition and understanding of the contents of the subject. This evaluation may consist of multiple choice questions, theoretical questions and/or reasoning questions. To pass the exam, the student must obtain a minimum grade of 5 out of 10 in each of its sections.	40	B1 B2 B10 B13	C1 C3 C5 C11	D1 D5
Presentation	Exhibition by the students before the teacher and their classmates of the results of the supervised work.	20	B1 B2 B5 B8 B9 B10 B11 B13 B14	C11 C12 C13	D1 D2 D3 D4 D5

Other comments on the Evaluation

First opportunity: the set of evaluation criteria set out above constitutes the continuous evaluation system at the first opportunity. It is necessary to achieve a minimum of 4 (out of 10) in each test to be able to compensate it and pass the subject.

Any contribution made by students in face-to-face sessions may be additionally valued.

Any student who takes at least one of the scheduled tests will be considered to have opted for continuous assessment, and will not be able to waive it.

The student who does not follow the continuous evaluation procedure must take a final exam, with a theoretical part and a practical part, which will mean 100% of the grade. The theoretical part will consist of an exam of objective questions (multiple choice and development) and the practical part in the resolution of cases and/or practical questions. It is necessary to achieve a minimum of 4 (out of 10) in each part to be able to compensate it and pass the subject. Through this exam, all the competences of the subject will be evaluated.

Second opportunity: students who do not pass the subject on the first chance have two options:

- Carry out an exam with a theoretical part and a practical part, which will mean 100% of the grade. The theoretical part will

consist of an exam of objective questions (multiple choice and development) and the practical part in the resolution of cases and/or practical questions. It is necessary to achieve a minimum of 4 (out of 10) in each part to be able to compensate it and pass the subject. Through this exam, all the competences of the subject will be evaluated.

- Keep the grade obtained in the Presentation (20%) and in the Case Study (40%), as long as they are higher than 4 (out of 10), and take only the Exam of objective questions (40%). It is necessary to achieve a minimum of 4 (out of 10) in this test to be able to compensate it and pass the subject.

If in any of the two opportunities the subject is not approved due to not reaching the minimum in any test or part, and the total score is equal to or greater than 4.5 (out of 10), the grade in the minutes will be 4.5 (out of 10).

The specification of the activities to be carried out will depend to a large extent on the number of students, means of working in groups, etc.

The dates and times of the evaluation tests of the different calls are those specified in the evaluation tests calendar approved by the Center Board. In case of disparity or conflict between the dates of the exams, those indicated on the website of the faculty will prevail.

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 identical proposed learning outcomes and competencies to the different organization of teaching classes used by both centers.

IMPORTANT: It is the obligation of the students to know and follow the instructions related to the different evaluation tests, both those contained in the Teaching Guide or in any other document of organization of the subject that the teacher makes available to them, as well as those that are sent them on time through the usual channels (email and/or Moovi)

Sources of information

Basic Bibliography

Guisado Tato, M., **Internacionalización de la empresa: estrategias de entrada en los mercados extranjeros**, Pirámide, D.L, 2002

Guisado Tato, M., **Estrategias de multinacionalización y políticas de empresa**, Pirámide, D.L, 2003

Complementary Bibliography

Aldeanueva Fernández, I.; Jiménez Quintero, J.A., **Dirección estratégica internacional**, 3ª edición, Pirámide, 2021

Griffin, R.W., Pustay, M.W., **International business: a managerial perspective**, 8ª edición, Pearson, 2015

Daniels, J.D.; Radebaugh, L.H.; Sullivan, D.P., **Negocios internacionales. Ambientes y operaciones**, Pearson, 2013

Fatehi, K., Choi, J., **International Business Management: Succeeding in a Culturally Diverse World**, 2ª edición, Springer International Publishing, 2019

Recommendations

Subjects that it is recommended to have taken before

Business: Basics of management/O04G020V01102

Business: Business management/O04G020V01203

Strategic management/O04G020V01503

Organizational theory/O04G020V01505

Other comments

This teaching guide anticipates the lines of action that must be carried out with the student in the matter and is conceived in a flexible way. Consequently, it may require readjustments throughout the academic year promoted by the dynamics of the class and the real target group or by the relevance of the situations that may arise. Likewise, students will be provided with the information and specific guidelines that are necessary at each moment of the training process.

Total or partial copying or plagiarism in any type of work or exam will result in a zero in that test. Alleging ignorance of what plagiarism entails will not exempt students from their responsibility in this regard.

The dates and times of the evaluation tests of the different calls are those specified in the evaluation tests calendar approved by the Xunta de Centro for the current course.

The evaluation will take into account not only the relevance and quality of the content of the answers, but also their linguistic correctness and presentation.

It is the responsibility of the students to consult the materials available on the Moovi tele-teaching platform (news, documents, qualifications) and to be aware of the notices and the dates of the different tests.