

Course Syllabus

Name of course/module:

International Strategic Management

Year: 2019/2020

Code: 9885001301

Coordinating professor: Felipe Graeml Reis

Degree program: International Business

School: Social Sciences and Communication

Languages: English

The mission of Universidad Europea de Madrid is to offer its students a holistic education, helping them become leaders and professionals capable of responding effectively to the needs of today's global world, adding value within their career fields, and contributing to social advancement through their entrepreneurial spirit and ethical integrity. We also strive to create and transfer knowledge through applied research, thus making our own contribution to progress and putting ourselves at the forefront of intellectual, scientific, and technological development.



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1. Basic information on the course/module

ECTS	6
Credit type	University Core Requirement
Language	English
Delivery mode	Face-to-face
Trimester/Semester	3

2. Presentation of the course/module

This course is an introduction to Strategic Management and focus on understanding the strategic position of an organization and analyzing possible alternatives. The course provides an overview of the process of strategic analysis at the corporate, business and operational level, allowing the company to generate competitive advantage in local and international business. The strategic analysis takes in consideration the external environment, the specific environment and the internal analysis considering resources and competences of the company. The student will learn basic concepts of strategic management, learn how to use tools and methods, and learn how to develop strategies and put them in action.

3. Competencies and learning outcomes

Core competencies:

- BS2: Students must apply their knowledge to their work and vocation in a professional way and must demonstrate their skills in sustaining arguments and solving problems within their field of study.
- BS3: Students must be able to gather data, usually within their field of study, interpret it and make judgments and considerations on relevant social, scientific or ethical issues.
- BS4: Students must be able to convey information, together with ideas, problems and solutions to a specialized or non-specialized audience.

Cross-curricular competencies:

- CS4: Analysis and synthesis skills: Being able to break down complex situations into their constituent parts, and also to assess other alternatives and approaches in order to find the best solutions. Synthesis seeks to reduce complexity in order to facilitate understanding and/or problem solving.
- CS7: Ethical values: The ability to think and act according to universal principles based on individual worth and full development of the human personality, and which entails a commitment to certain social values.
- CS8: Information management: The ability to find, select, analyze and integrate information from different sources.
- CS12: Critical reasoning: The ability to analyze an idea, phenomenon or situation from different points of view and take a personal approach to it based on rigor and objective reasoning, and not on intuition.
- CS13: Problem solving: The ability to resolve a confusing issue or a complicated situation that stands in the way of achieving a goal and where there is no predefined solution.
- CS17: Teamwork: The ability to actively participate and cooperate with other people, areas and/or organizations to achieve common goals.

Specific competencies:

- SS 1. Capacity for evaluation and critical analysis of phenomena and agents that affect the social and political environment in different international scenarios.
- SS6: Ability to assimilate and take into account in decision-making the socio-economic reality of the different geopolitical, geo-economic and socio-cultural issues, as well as their particularities.
- SS16: Ability to select the best strategic planning, marketing and commercial alternatives, which are then implemented in the markets and companies in which the business activity takes place, in a context of globalized and interdependent environments.
- SS17: Ability to select the best financial planning and operational options, which are then implemented in the markets and companies in which the business activity takes place, in the context of globalized and interdependent environments.

- CE18: Ability to select the best human resource planning and people management option, which are then implemented in each market and company, in an environment of increasing interconnection and dependence between countries.
- SS22: Ability to integrate oneself into different international environments, adapting successfully the business model to other geopolitical and cultural contexts.
- SS24: Ability to recognize technology and innovation strategies, as well as technological analysis tools and technological capabilities of the company.

Learning outcomes:

- LO1: To know and understand the various activities related to international strategic analysis.
- LO2: To understand and evaluate the influence of the general environment and the specific environment on the company's internationalization strategy.
- LO3: To know how to analyze the resources and capabilities of the company.
- LO4: To be able to use the right tools to improve the competitiveness of the company through the improvement of the company's internationalization strategy.

The table below shows the relation between the competencies developed during the course and the envisaged learning outcomes:

Competencies	Learning outcomes
BS2	LO1
CS4, CS7	LO2
SS1, SS6, SS16, SS22	
BS3, BS4	LO3
CS8, CS12, CS13, CS17	LO4
SS17, SS18, SS24	

The following table shows how the different types of activities are distributed and how many hours are assigned to each type:

Type of educational activity	Number of hours
Lectures	40 h
Individual Work	30 h
Problem solving.	25 h
Group Participation Activities	20 h
Formative evaluation	10 h
Tutorials	10 h
Case studies	15 h
TOTAL	150 h

To develop the competencies and achieve the learning outcomes, you will have to complete the activities indicated in the table below:

Learning outcomes	Learning activity	Type of educational activity	Content
LO1	Activity 1	Lectures, Individual work	LU1
LO1	Activity 2	Lectures, Group Participation Activities	LU2
LO2	Activity 3	Lectures, Case Study	LU3
LO2	Activity 4	Lectures, Individual work	LU4
LO1, LO2, LO3	Activity 5	Lectures, Problem Solving	LU5
LO1, LO2, LO3	Activity 6	Lectures, Group Participation Activities	LU6
LO1, LO2, LO3	Activity 7	Lectures, Problem solving	LU7
LO4	Activity 8	Lectures, Tutorials, Group Participation Activities	LU8

When you access the course on the *Virtual Campus*, you'll find a description of the activities you have to complete, as well as the deadline and assessment procedure for each one.

4. Monitoring and assessment

The following table shows the assessable activities, their respective assessment criteria, and the weight each activity carries towards the final course grade.

Assessable activity	Assessment criteria	Weight (%)
Activity 1	<ul style="list-style-type: none"> • Understand the different characteristics of strategic decisions • Understand the Implications of Strategic Decisions • Know the strategic basic vocabulary • Have an overview of strategic planning "VMOSA" • Know the levels of strategy 	10%
Activity 2	<ul style="list-style-type: none"> • Understand the implications of the macro-environment on strategic decisions • Know how to use properly the PESTEL framework • Know how to use properly the Scenario Analysis 	15%
Activity 3	<ul style="list-style-type: none"> • Understand the implications of the industry (sector) on strategic decisions • Know how to use properly the Competitive Forces framework • Know how to use properly the Cluster analysis • Understand the Hypercompetition implications on strategy competition • Understand the Industry Life Cycle impact over the company strategy 	15%
Activity 4	<ul style="list-style-type: none"> • Understand the implications of the competitor on strategic decisions • Understand the implications of Strategic Groups, Strategic Customers and Market Segments • Know how to use properly the Abell Model, Critical Success Factors, Blue Ocean thinking, and Performance Matrix 	15%

<p>Activity 5</p>	<ul style="list-style-type: none"> • Understand the implications of the Organization on strategic decisions • Know how to identify strategic capability and competitive advantages of an organization • Know how to use properly the Value chain analysis, Activity Mapping, Benchmarking, and SWOT analysis 	<p>10%</p>
<p>Activity 6</p>	<ul style="list-style-type: none"> • Understand the differences between Porter's Generic Strategies and Strategy clock • Identify strategic business units (SBUs) • Sustaining advantage through differentiation • Competition or collaboration • Game theory 	<p>10%</p>
<p>Activity 7</p>	<ul style="list-style-type: none"> • Understand the Ansoff Matrix and its implications: market penetration, product development, market development and diversification • Understand about synergy and negative synergy • Understand the advantages and disadvantages of conglomerate diversification, vertical integration, outsourcing • Analyze portfolios of business units and judge which to invest in and which to divest • Understand the main drivers of internationalization 	<p>10%</p>
<p>Activity 8</p>	<ul style="list-style-type: none"> • Know how to evaluate strategic options • Know how to evaluate economic performance 	<p>15%</p>

When you access the course on the *Campus Virtual*, you'll find a description of the activities you have to complete, as well as the deadline and assessment procedure for each one.

4.1. First exam period

To pass the course in the first exam period you should...

- Obtain a final grade of 5 or more. However, in the objective test of knowledge, at least, a 5 must be obtained in order to take into account other activities.

4.2. Second exam period

To pass the course in the second exam period you should

- Obtain a final grade of 5 or more. However, in the objective test of knowledge, at least, 5 must be obtained in order to take into account other activities. Tasks and assignments already delivered and passed in the ordinary exam will be kept for later when calculating the final grade together with the works delivered in the extraordinary call (when required by the professor).

5. Bibliography

Here is the recommended bibliography:

- JOHNSON, G.; SCHOLLES, K.; WHITTINGTON, R; ANGWIN, D. y REGNER, P. (2017): Exploring Corporate Strategy, 10th Edition, Pearson Education.
- GUERRAS MARTIN, L.A. y NAVAS LÓPEZ, J.E. (2013): Fundamentals of strategic management, Civitas Thomson Reuters, Pamplona.

6. How to communicate with your professor

Whenever you have a question about the content or activities, don't forget to post it to your course forum so that your classmates can read it.

You might not be the only one with the same question!

If you have a question that you only want to ask your professor, you can send him/her a private message from the *Campus Virtual*. And if you need to discuss something in more detail, you can arrange an advisory session with your professor.

It's a good idea to check the course forum on a regular basis and read the messages posted by your classmates and professors, as this can be another way to learn.

7. Study recommendations

When you study at university, you need to plan and be consistent from the first week. It's very useful to exchange experiences and opinions with professors and other students, as this will help you develop core competencies such as flexibility, negotiating skills, teamwork, and, of course, critical thinking.

To help you, we recommend using a general method of study based on the following points:



- Study systematically and at a steady pace.
- Attend class and regularly check the course forum on the *Campus Virtual* so that you keep up to date with what's happening.
- Participate actively in the course by sharing your opinions, doubts and experiences relating to the topics covered and/or suggesting new topics of interest for discussion.
- Read the messages posted by your classmates and/or professors.

Active participation in physical and virtual classroom activities is of special interest and academic value. You can participate in many different ways: asking questions, giving your opinion, doing all the activities your professor suggests, taking part in collaborative activities, helping your classmates, etc. This way of working requires effort, but it will help you get better results as you develop your competencies.

Annexes with detailed information on the Campus Virtual

The annexes that are presented include the specific information of the course:

- Annex 1. Content of the subject.
- Annex 2. Description of activities.
- Annex 3. Schedule of content and weeks. Work plan.
- Annex 4. Team work rubric.

Annex 1. Contents of the subject

- Basic concepts of international strategic management.
- The objectives of the company and the corporate reputation.
- The analysis of the general environment and specific environment.
- The internal analysis of the company (resources and capabilities).
- The analysis of the business portfolio
- Making strategic decisions.

Annex 2. Description of activities

Learning outcomes	Learning activity	Type of educational activity	Content
LO1	Activity 1	Lectures, Individual work	LU1
LO1	Activity 2	Lectures, Group Participation Activities	LU2
LO2	Activity 3	Lectures, Case Study	LU3
LO2	Activity 4	Lectures, Individual work	LU4
LO1, LO2, LO3	Activity 5	Lectures, Problem Solving	LU5
LO1, LO2, LO3	Activity 6	Lectures, Group Participation Activities	LU6
LO1, LO2, LO3	Activity 7	Lectures, Problem solving	LU7
LO4	Activity 8	Lectures, Tutorials, Group Participation Activities	LU8

Annexe 3. Schedule of content and weeks. Work plan

Weeks	Theory	Activity	Exams
1	Welcome/Presentation		
2	Unit 1	Activity 1	
3	Unit 2		
4	Unit 2	Activity 2	
5	Unit 3		
6	Unit 3	Activity 3	
7	Unit 4		
8	Unit 4	Activity 4	
9	Unit 5		
10	Unit 5	Activity 5	
11	Unit 6		
12	Unit 6	Activity 6	
14	Unit 7		
15	Unit 7	Activity 7	
16	Unit 8	Activity 8	
17	All units	Team work project	
18	All units		Final exam

Annex 4. Team work rubric

	0 – 3,9 INSUFFICIENT	4 – 5,9 NEEDS IMPROVEMENT	6,0 – 7,9 GOOD	8,0 – 10 VERY GOOD
<p>CONTENT (50%)</p> <p><input type="checkbox"/> Preparation</p> <p><input type="checkbox"/> Information</p> <p><input type="checkbox"/> Comparative Data</p>	<ul style="list-style-type: none"> Poor preparation, Missing some main information, Data incomplete, No Comparisons. 	<ul style="list-style-type: none"> Some preparation, but lack of clarity, A lot of irrelevant information, Missing some main information, Limited comparative data. 	<ul style="list-style-type: none"> Good preparation and good overall summary, Contains all the main ideas, Contains comparative data for all main points. 	<ul style="list-style-type: none"> Very well prepared, info concise and clear, Develops all main ideas with additional information, Uses clear comparisons.
<p>OTHER FACTORS (30%)</p> <p><input type="checkbox"/> PowerPoint</p> <p><input type="checkbox"/> Coordination amongst group</p> <p><input type="checkbox"/> Timekeeping</p> <p><input type="checkbox"/> Presentation skills</p>	<ul style="list-style-type: none"> PowerPoint unattractive and unclear, Bad coordination among participants, Time management poor (too short or long), Lack of expression, eye contact, and poor posture. 	<ul style="list-style-type: none"> PowerPoint unimaginative and poorly developed, Some coordination among participants, Length ok, but time not used well, Showed limited expressiveness and eye contact, can improve posture. 	<ul style="list-style-type: none"> PowerPoint clear and well developed, Good coordination among participants, Time management good, and well used, Expressiveness and eye contact good, and good posture. 	<ul style="list-style-type: none"> PowerPoint interesting and creative, Rehearsed entrances and exits of participants, Excellent time management and used effectively, Strong expressiveness and eye-contact, and posture professional.



<p>DELIVERY (20%)</p> <ul style="list-style-type: none"><input type="checkbox"/> Structure<input type="checkbox"/> Information and Answers<input type="checkbox"/> Attention generated	<ul style="list-style-type: none">• Presentation poorly structured,• The presentation aroused no interest in listeners,• Unable to answer questions.	<ul style="list-style-type: none">• Structured presentation, but with flaws and little uniformity,• The attention generated was limited,• Some ability to answer questions.	<ul style="list-style-type: none">• Presentation well structured,• Kept the attention of listeners in general,• No problem answering questions.	<ul style="list-style-type: none">• Presentation very well structured and signposted,• Aroused interest and raised questions spontaneously,• Excellent response to questions.
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