

1. BASIC INFORMATION

Course	International Strategic Management
Degree program	International Business
School	Social Sciences and Communication
Year	3rd
ECTS	6 ECTS
Credit type	Obligatory
Language(s)	English
Delivery mode	On campus
Semester	1st
Academic year	2024/2025
Coordinating professor	Felipe Graeml Reis
Professor	Felipe Graeml Reis

2. PRESENTATION

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:

- CB2: 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.
- CB3: 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.
- CB4: Students must be able to convey information, together with ideas, problems and solutions to a specialized or non-specialized audience.

Cross-curricular competencies:

- CT4: 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.
- CT7: 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.

- CT8: Information management: The ability to find, select, analyze and integrate information from different sources.
- CT12: 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.
- CT13: 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.
- CT17: Teamwork: The ability to actively participate and cooperate with other people, areas and/or organizations to achieve common goals.

Specific competencies:

- CE1: Capacity for evaluation and critical analysis of phenomena and agents that affect the social and political environment in different international scenarios.
- CE6: 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.
- CE16: 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.
- CE17: 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.
- CE22: Ability to integrate oneself into different international environments, adapting successfully the business model to other geopolitical and cultural contexts.
- CE24: 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.
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The following table shows the relationship between the competencies developed during the course and the learning outcomes pursued:

Competencies	Learning outcomes
BS2	LO1: To know and understand the various activities related to international strategic analysis.
BS2, BS3 CS4, CS7 SS1, SS6	LO2: To understand and evaluate the influence of the general environment and the specific environment on the company's internationalization strategy.
BS2, BS3, BS4 CS8, CS17 SS16, SS17, SS18	LO3: To know how to analyze the resources and capabilities of the company.
BS2, BS3, BS4 CS12, CS13, CS17 SS22, SS24	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.

4. CONTENT

- 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.

5. TEACHING-LEARNING METHODOLOGIES

The types of teaching-learning methodologies used are indicated below:

- Masterclass
- Case Method
- Cooperative Learning
- Problem Based Learning (PBL)

6. LEARNING ACTIVITIES

Listed below are the types of learning activities and the number of hours the student will spend on each one:

Campus-based mode:

Learning activity	Number of hours
Masterclass	32
Individual Work	30
Formative Assessment	10
Problem Solving	25
Tutoring	10
Case Studies	15
Asynchronous Lectures	8
Group Participation Activities	20
TOTAL	150h

7. ASSESSMENT

Listed below are the assessment systems used and the weight each one carries towards the final course grade:

Campus-based mode:

Assessment system	Weight
Knowledge assessment	50%
Case studies and problem solving	20%
Written assignments	10%
Performance observation	10%
Oral presentation	10%

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

7.1. First exam period

To pass the course in the first exam period, you must obtain a final course grade of at least 5,0 out of 10 (weighted average).

In any case, you will need to obtain a grade of 4,0 in the final exam for it to count towards the final grade along with all the grades corresponding to the other activities.

7.2. Second exam period

To pass the course in the second exam period, you must obtain a final grade of at least 5 out of 10 (weighted average).

In any case, you will need to obtain a grade of 4,0 in the final exam for it to count towards the final grade along with all the grades corresponding to the other activities.

The student must deliver the activities not successfully completed in the first exam period after having received the corresponding corrections from the professor, or those that were not delivered in the first place.

8. SCHEDULE

This table shows the delivery deadline for each assessable activity in the course:

Assessable activities	Deadline
Activity 1 - LU1	September
Activity 2 - LU2	October
Activity 3 - LU3	October
Activity 4 - LU4	November

Activity 5 - LU5	November
Activity 6 - LU6	December
Activity 7 - LU7	December
Activity 8 - LU8	January

This schedule may be subject to changes for logistical reasons relating to the activities. The student will be notified of any change as and when appropriate.

9. BIBLIOGRAPHY

The recommended Bibliography is:

- Exploring Strategy: Text & Cases (2023). Richard Whittington, Patrick Regnér, Duncan Angwin, Gerry Johnson, Kevan Scholes. 13th Edition, Pearson Education.
- Fundamentals of strategic management (2018). José Emilio Navas López & Luis Ángel Guerras Martín. 2nd edition, Thomson-Reuters Civitas.

10. EDUCATIONAL GUIDANCE AND DIVERSITY UNIT

From the Educational Guidance and Diversity Unit we offer support to our students throughout their university life to help them reach their academic achievements. Other main actions are the students inclusions with specific educational needs, universal accessibility on the different campuses of the university and equal opportunities.

From this unit we offer to our students:

1. Accompaniment and follow-up by means of counselling and personalized plans for students who need to improve their academic performance.
2. In terms of attention to diversity, non-significant curricular adjustments are made in terms of methodology and assessment for those students with specific educational needs, pursuing an equal opportunities for all students.
3. We offer students different extracurricular resources to develop different competences that will encourage their personal and professional development.
4. Vocational guidance through the provision of tools and counselling to students with vocational doubts or who believe they have made a mistake in their choice of degree.

Students in need of educational support can write to us at:

orientacioneducativa@universidadeuropea.es

11. ONLINE SURVEYS

Your opinion matters!

The Universidad Europea encourages you to participate in several surveys which help identify the strengths and areas we need to improve regarding professors, degree programs and the teaching-learning process.

The surveys will be made available in the “surveys” section in virtual campus or via e-mail.

Your assessment is necessary for us to improve.

Thank you very much for your participation.