



UNIVERSIDAD
DE GRANADA



CENTRO DE
LENGUAS
MODERNAS

SPANISH LANGUAGE AND CULTURE COURSE (CLCE)

SOCIOLOGY, POLITICS
AND ECONOMICS

INTERNATIONAL STRATEGIC
MANAGEMENT



INTERNATIONAL STRATEGIC MANAGEMENT

GENERAL DESCRIPTION

The elements that affect the development and competitive positioning of multinational organizations are the focus of international strategic management (MNEs). This requires an understanding of both the external international business environment and the internal nature of the firm, its structure and strategy. A company's strategy provides the context within which managers decide what to do, and what not to do, with respect to resource allocation, market selection and organizational development.

The following are some of the course's goals:

- A conceptual and analytical understanding of strategic management and economics as applied to international strategy.
- A comprehension of the complexity of global operations as a result of geographic diversification and shifting economic, technological, and market conditions.

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THEORETICAL PART:

Outline of the theoretical content:

- Part I. Introduction to strategic international management
- Part II. Strategic analysis of the external and internal environments of the firm
- Part III. Strategy formulation
- Part IV. Strategy implementation
- Part V. The internalization process
- Part VI. Strategies in international markets

PRACTICAL PART:

Outline of the practical content:

- The course conveyors will provide practical activities, related to the theoretical content of the subjects developed, which will be carried out in the practical sessions of the course. These practical activities may be complemented with out of class work, either individual or in groups.
- The practical activities will be informed and proposed in advance by the teaching staff, either in class or through the online applications officially established by the



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University of Granada.

TEACHING METHODOLOGY

All the CLM classes are based on the integration of skills, the engagement of the students with the proposed tasks and activities, teamwork and the socio-cultural and practical value of the analyzed topics.

The classes will be organized:

- Exposure of concepts in lectures
- Group learning by means of discussion and work development
- Group tutoring
- Group simulation of decision making
- Analysis of real work environments
- Development of on-line forums for discussion, work, information and consultation
- Multiple choice tests

ASSESSMENT

Grading:

In the evaluation system, continuous evaluation prevails (70% of class attendance mandatory) to be able to pass the course. The active participation of the students in the sessions is recommended and will be acknowledged with up to 5% extra score. The weighting of the different evaluation items will be the next:

- Theoretical exams: 40% (20% a midterm exam and 20% a final exam). 5 points out of 10 are mandatory to pass each out of the two exams.
- Continuous evaluation of active participation in the course: 15%
- Continuous assessment of knowledge and skills acquired: 20%
- Evaluation of supervised group work: 25%

The maximum grade to be obtained by the students who take advantage of this evaluation system continuous is 10 points out of 10.

The course conveyors will give precise indications of the tasks and work to be carried out throughout the course in the first face-to-face session.

Students who do not meet either the continuous assessment requirements may take the



ASSESSMENT

objective tests (i.e., theoretical exams), whose weighting will be 40% and, in addition, present the supervised group work, whose weighting will be 25%. Therefore, the maximum grade to be achieved by these students (who have not carried out continuous assessment, nor do they have the single final evaluation) will be 6.5 points, provided they reach the score out of 10 in the aforementioned parts. To pass the course it is necessary to pass the tests (i.e., obtain a minimum of 5 out of 10 points in each).

BIBLIOGRAPHY

Required reading list:

- Morschett, D, Schram-Klein, H. & Zentes, J. (2015) Strategic International Management. Springer.
- Mellahi, K., Meyer, K., Narula, R., Surdu, I. and Verbeke, A. (2020). The Oxford Handbook of International Business Strategy. Oxford University Press.
- Navas-López, J.E. and Guerras-Martín, L.A. 2018. Fundamentals of Strategic Management (2nd ed.). Thomson Reuters.
- Verbeke, A. and Ian Lee, I.H. (2021). International Business Strategy (3rd ed.). Cambridge University Press.

Complementary reading

- Witt, M.A. (2019): "Deglobalization: Theories, predictions, and opportunities for international business research". Journal of International Business Studies.

Recommended web page:

- <http://geert-hofstede.com/>
- <https://www.weforum.org/reports/the-global-competitiveness-report-2020>
- <http://business.nmsu.edu/programs-centers/globe/instruments/>
- <https://www.icex.es/icex/es/index.html>
- Globe Project: <http://business.nmsu.edu/programs-centers/globe/instruments/>
- World Values Surveys: <http://www.worldvaluessurvey.org/wvs.jsp>
- Porter, M. (2022). What is strategy?
<https://www.youtube.com/watch?v=3Hd88eBgkw0&t=9s>



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