



# UNIVERSIDAD DE CASTILLA - LA MANCHA

## GUÍA DOCENTE

### 1. General information

**Course:** CORPORATE AND INTERNATIONAL STRATEGIES

**Type:** CORE COURSE

**Degree:** 2303 - MASTER DEGREE PROGRAMME IN BUSINESS STRATEGY AND MARKETING

**Center:**

**Year:** 1

**Main language:** Spanish

**Use of additional languages:**

**Web site:**

**Code:** 310070

**ECTS credits:** 6

**Academic year:** 2020-21

**Group(s):** 10 20 40 30 41

**Duration:** First semester

**Second language:** English

**English Friendly:** N

**Bilingual:** Y

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### 2. Pre-Requisites

Not established

### 3. Justification in the curriculum, relation to other subjects and to the profession

Not established

### 4. Degree competences achieved in this course

#### Course competences

Code	Description
E01	Ability to understand the general management approach and how decisions taken influence the competitiveness of the company.
E02	Ability to understand the strategic management system of the company, with particular attention to the interrelationship between decisions corresponding to the levels of corporate and competitive analysis.
E03	Ability to study the implications for the company's general management of acting in a global, intercultural and dynamic environment.

E05	Ability to consider external and internal approaches to business competitiveness, balancing the factors of adaptation of the company to its environment and of internal organisational integration.
E06	Capacity to delimit the field of activity of the company, defining the product scope and the geographical area by means of diversification and internationalisation strategies.
E07	Ability to understand the dynamics of the company's growth, as well as the different methods by which a company can determine how to develop.
G01	Capacity for analysis and synthesis of specialized literature in order to interpret it from a critical perspective.
G02	Oral communication skills in Spanish and English for the presentation of projects, as well as the defense of reports, communications to congresses and scientific meetings.
G03	Written communication skills in Spanish and English for the writing of projects, as well as the defense of reports, communications to congresses and scientific meetings.
G04	Ability to use information and communication technologies (ICT) for information search purposes, with special emphasis on the use of databases, electronic journals and statistical applications.
G05	Ability to work as a team in groups, and to cooperate in the implementation of projects, working papers, communications and scientific articles.
G08	Ability for continuous, self-directed and autonomous learning at project level.

## 5. Objectives or Learning Outcomes

### Course learning outcomes

#### Description

To adjust the structural and behavioral systems of the organization to the selected strategy.

To understand the management of the company according to a strategic approach, deepening in the assumptions on which this general management model is based, such as the levels of the strategy, the strategic objectives, strategy formulation and implementation, the internal and external factors of competitiveness and the adaptation of the company to its environment.

To detect the main internal, external and discretionary contingencies on which the success of a strategy depends.

To design strategies that are adapted to the contingencies that are identified in a creative manner.

To identify opportunities and threats in a competitive environment

### Additional outcomes

## 6. Units / Contents

**Unit 1: Introduction to corporate strategies**

**Unit 2: Corporate strategies: Diversification and restructuring**

**Unit 3: Corporate strategies: Internationalization**

**Unit 4: Development methods: external vs. internal growth and cooperation**

## 7. Activities, Units/Modules and Methodology

Training Activity	Methodology	Related Competences (only degrees before RD 822/2021)	ECTS	Hours	As	Com	Description
Class Attendance (theory) [ON-SITE]	Lectures		0.86	21.5	Y	Y	
Class Attendance (practical) [ON-SITE]	Combination of methods		0.48	12	Y	Y	
Project or Topic Presentations [ON-SITE]			0.16	4	Y	Y	
Study and Exam Preparation [OFF-SITE]	Self-study		1.5	37.5	Y	N	
Writing of reports or projects [OFF-SITE]	Combination of methods		2.5	62.5	Y	Y	
Individual tutoring sessions [ON-SITE]	Guided or supervised work		0.5	12.5	N	-	
<b>Total:</b>			<b>6</b>	<b>150</b>			
<b>Total credits of in-class work: 2</b>			<b>Total class time hours: 50</b>				
<b>Total credits of out of class work: 4</b>			<b>Total hours of out of class work: 100</b>				

As: Assessable training activity

Com: Training activity of compulsory overcoming (It will be essential to overcome both continuous and non-continuous assessment).

## 8. Evaluation criteria and Grading System

Evaluation System	Continuous assessment	Non-continuous evaluation*	Description
Final test	20.00%	100.00%	
Assessment of problem solving and/or case studies	40.00%	0.00%	
Projects	40.00%	0.00%	
<b>Total:</b>	<b>100.00%</b>	<b>100.00%</b>	

According to art. 4 of the UCLM Student Evaluation Regulations, it must be provided to students who cannot regularly attend face-to-face training activities the passing of the subject, having the right (art. 12.2) to be globally graded, in 2 annual calls per subject, an ordinary and an extraordinary one (evaluating 100% of the competences).

### Specifications for the resit/retake exam:

In the extraordinary call the student will be evaluated of all the competencies associated with the different training activities of the subject by carrying out a final

test whose structure and composition will be communicated well in advance by the teacher

9. Assignments, course calendar and important dates	
Not related to the syllabus/contents	
Hours	hours
Project or Topic Presentations [PRESENCIAL][ ]	4
Writing of reports or projects [AUTÓNOMA][Combination of methods]	62.5
Individual tutoring sessions [PRESENCIAL][Guided or supervised work]	12.5
Unit 1 (de 4): Introduction to corporate strategies	
Activities	Hours
Class Attendance (theory) [PRESENCIAL][Lectures]	5.4
Class Attendance (practical) [PRESENCIAL][Combination of methods]	3
Study and Exam Preparation [AUTÓNOMA][Self-study]	9.38
Unit 2 (de 4): Corporate strategies: Diversification and restructuring	
Activities	Hours
Class Attendance (theory) [PRESENCIAL][Lectures]	5.4
Class Attendance (practical) [PRESENCIAL][Combination of methods]	3
Study and Exam Preparation [AUTÓNOMA][Self-study]	9.38
Unit 3 (de 4): Corporate strategies: Internationalization	
Activities	Hours
Class Attendance (theory) [PRESENCIAL][Lectures]	5.4
Class Attendance (practical) [PRESENCIAL][Combination of methods]	3
Study and Exam Preparation [AUTÓNOMA][Self-study]	9.38
Unit 4 (de 4): Development methods: external vs. internal growth and cooperation	
Activities	Hours
Class Attendance (theory) [PRESENCIAL][Lectures]	5.3
Class Attendance (practical) [PRESENCIAL][Combination of methods]	3
Study and Exam Preparation [AUTÓNOMA][Self-study]	9.38
Global activity	
Activities	hours
Project or Topic Presentations [PRESENCIAL][ ]	4
Study and Exam Preparation [AUTÓNOMA][Self-study]	37.52
Writing of reports or projects [AUTÓNOMA][Combination of methods]	62.5
Individual tutoring sessions [PRESENCIAL][Guided or supervised work]	12.5
Class Attendance (theory) [PRESENCIAL][Lectures]	21.5
Class Attendance (practical) [PRESENCIAL][Combination of methods]	12
Total horas: 150.02	

10. Bibliography and Sources						
Author(s)	Title/Link	Publishing house	Citv	ISBN	Year	Description
Bartlett, C.A. and Ghosal, S.	Managing Across Borders: the transnational solution	Harvard Business School Press	Cambridge, MA		1989	
Bourgeois, L.J. III, Duhaime, M.I. and Stimpert, J.L.	Strategic Management: Concepts for Managers	Dryden Press	Ft. Worth		1999	
Carpenter, M.A. and Sanders, W.G.	Strategic Management. A dynamic Perspective. Concepts and Cases	Pearson Prentice Hall		0-13-145353-X	2007	
Collins, D.J. and Montgomery, C.A.	Corporate Strategy: resources and the scope of the firm	Irwin	Boston		1997	
El Kahal, S.	Introduction to international business	McGraw-Hill	London and New York		1994	
Grant, R.	Contemporary strategy analysis	Wiley Blackwell	Malden, MA		2010	
Grant, R.	Dirección Estratégica	Civitas	Madrid	84-470-2658-2	2006	
Guerras, L.A. y Navas, J.E.	La Dirección Estratégica de la Empresa. Teoría y Aplicaciones	Thomson-Civitas	Madrid		2007	
Hax, A., and Majluf, N.	The Strategy Concept and Process: A Pragmatic Approach	Prentice Hall			1995	
Johnson, G. and Scholes, K.	Exploring Corporate Strategy	Prentice Hall			2002	
Johnson, G.; Scholes, G. and Whittington, R.	Exploring corporate strategy	Pearson Education			2008	
Luffman, G.A., Lea, E. and Kenny, B.	Strategic management: an analytical introduction	Wiley-Blackwell			1996	
Stahl, M. J. and Grigsby, D. W.	Strategic management: total quality and global competition	Blackwell	Oxford		1997	
Wheelen, T. L. and Hunger, D. L.	Concepts in Strategic Management and Business Policy. Toward Global Sustainability: International Version	Prentice Hall			2011	
Wright, P., Pringle, C and Kroll, M.	Strategic Management Text and Cases	Allyn and Bacon	Needham Height, MA		2000	

