



# 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:** English

**Use of additional languages:**

**Web site:** <https://moodle.uclm.es>

**Code:** 310070

**ECTS credits:** 6

**Academic year:** 2023-24

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

**Duration:** First semester

**Second language:** Spanish

**English Friendly:** N

**Bilingual:** Y

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### 2. Pre-Requisites

It is recommended that students have taken electives, itineraries or specialisations related to business strategy in their undergraduate studies. In the case of the University of Castilla-La Mancha, it is advisable that they have taken the Strategic Management and Marketing specialisation in the Bachelor's Degree in Business Administration and Management or the Human Resources Management specialisation in the Bachelor's Degree in Labour Relations and Human

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

This compulsory subject is part of the common module "Company Strategy", within the subject "Advanced Strategic Management", which also includes the subjects "Innovation Strategies and Knowledge Management" and "Human Resources Strategies". It is taught in the first semester of the Master's Degree in Business Strategy and Marketing.

It delves into the corporate level of business strategy as a source of competitiveness, addressing diversification and internationalisation strategies from a general management perspective. internationalisation from a general management perspective.

Students will be able to understand the reasons why the majority of companies are diversified and internationalised, as well as the importance of the importance of deciding where to compete in order to achieve greater and better business results.

### 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 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

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

#### 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	E01 E02 E03 E05 E06 E07	0.86	21.5	N	-	
Class Attendance (practical) [ON-SITE]	Combination of methods	G01	0.48	12	N	-	
Study and Exam Preparation [OFF-SITE]	Self-study	E01 E02 E03 E05 E06 E07	1.5	37.5	N	-	
Writing of reports or projects [OFF-SITE]	Combination of methods	E05 G01 G03	2.5	62.5	Y	Y	
Project or Topic Presentations [ON-SITE]	Individual presentation of projects	G01 G02 G03 G04 G05	0.16	4	Y	Y	

Individual tutoring sessions [ON-SITE]	and reports Guided or supervised work	G08 E01 E02 E03 E05 E06 E07	0.4	10	N	-
Final test [ON-SITE]	Case Studies	E01 E02 E03 E05 E06 E07 G01 G02 G03 G04 G05 G08	0.1	2.5	Y	Y
<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%	The test will consist of a multiple-choice questionnaire, case studies and/or theoretical and practical questions to be developed.
Assessment of problem solving and/or case studies	40.00%	0.00%	Preferably, problems or cases will be worked in groups. The solution will be presented and discussed in class. The quality of the resolution and its presentation and defense will be valued.
Projects	40.00%	0.00%	Integral and individual work on the contents of the course. The delivery date will be after the end of the classroom sessions.
<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).

#### Evaluation criteria for the final exam:

##### Continuous assessment:

In order to pass the course, students are required to pass the three evaluable parts: individual work (40%) and group work on problems and case resolution and presentation of work (40%) and final exam (20%).

##### Non-continuous evaluation:

The realization of the different formative activities will be facilitated to the students who do not take advantage of the continuous evaluation system. Their evaluation will be based on a final test (100%).

#### Specifications for the resit/retake exam:

In the extraordinary call the students will be evaluated of all the competences associated to the different formative activities of the course by means of a final test.

#### Specifications for the second resit / retake exam:

In the special final exam, students will be evaluated of all the competences associated to the different training activities of the course by means of a final test.

9. Assignments, course calendar and important dates	
Not related to the syllabus/contents	
Hours	hours
Writing of reports or projects [AUTÓNOMA][Combination of methods]	62.5
Individual tutoring sessions [PRESENCIAL][Guided or supervised work]	10
Final test [PRESENCIAL][Case Studies]	2.5
Unit 1 (de 4): Introduction to corporate strategies	
Activities	Hours
Class Attendance (theory) [PRESENCIAL][Lectures]	5.38
Class Attendance (practical) [PRESENCIAL][Combination of methods]	3
Study and Exam Preparation [AUTÓNOMA][Self-study]	9.38
Project or Topic Presentations [PRESENCIAL][Individual presentation of projects and reports]	1
Unit 2 (de 4): Corporate strategies: Diversification and restructuring	
Activities	Hours
Class Attendance (theory) [PRESENCIAL][Lectures]	5.38
Class Attendance (practical) [PRESENCIAL][Combination of methods]	3
Study and Exam Preparation [AUTÓNOMA][Self-study]	9.38
Project or Topic Presentations [PRESENCIAL][Individual presentation of projects and reports]	1
Unit 3 (de 4): Corporate strategies: Internationalization	
Activities	Hours
Class Attendance (theory) [PRESENCIAL][Lectures]	5.37
Class Attendance (practical) [PRESENCIAL][Combination of methods]	3
Study and Exam Preparation [AUTÓNOMA][Self-study]	9.37
Project or Topic Presentations [PRESENCIAL][Individual presentation of projects and reports]	1
Unit 4 (de 4): Development methods: external vs. internal growth and cooperation	
Activities	Hours
Class Attendance (theory) [PRESENCIAL][Lectures]	5.37
Class Attendance (practical) [PRESENCIAL][Combination of methods]	3
Study and Exam Preparation [AUTÓNOMA][Self-study]	9.37
Project or Topic Presentations [PRESENCIAL][Individual presentation of projects and reports]	1
Global activity	

Activities	hours
Writing of reports or projects [AUTÓNOMA][Combination of methods]	62.5
Individual tutoring sessions [PRESENCIAL][Guided or supervised work]	10
Class Attendance (theory) [PRESENCIAL][Lectures]	21.5
Class Attendance (practical) [PRESENCIAL][Combination of methods]	12
Project or Topic Presentations [PRESENCIAL][Individual presentation of projects and reports]	4
Final test [PRESENCIAL][Case Studies]	2.5
Study and Exam Preparation [AUTÓNOMA][Self-study]	37.5
<b>Total horas:</b>	<b>150</b>

10. Bibliography and Sources						
Author(s)	Title/Link	Publishing house	City	ISBN	Year	Description
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	
Bartlett, C.A. and Ghosal, S.	Managing Across Borders: the transnational solution	Harvard Business School Press	Cambridge, MA		1989	
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	
Bourgeois, L.J. III, Duhaime, M.I. and Stimpert, J.L.	Strategic Management: Concepts for Managers	Dryden Press	Ft. Worth		1999	
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	