

Course Unit	Fundamentals of Strategic Management and International Strategy	Field of study	Management
Bachelor in	International Business Management	School	School of Technology and Management
Academic Year	2020/2021	Year of study	2
Type	Semestral	Semester	2
Level	1-2	ECTS credits	6.0
Code	8487-711-2202-00-20		
Workload (hours)	162	Contact hours	T - TP 50 PL - TC - S - E - OT 10 O -

T - Lectures; TP - Lectures and problem-solving; PL - Problem-solving, project or laboratory; TC - Fieldwork; S - Seminar; E - Placement; OT - Tutorial; O - Other

Name(s) of lecturer(s) Alcina Maria Almeida Rodrigues Nunes, Joao Pedro Almendra Xavier Teixeira

Learning outcomes and competences

At the end of the course unit the learner is expected to be able to:

1. Understand all aspects of strategic management in the Small and Medium-Sized Enterprises (SMEs) and in multinationals enterprises;
2. Interpret scenarios based on indoor and outdoor organizations, at the international level;
3. Formulate, implement and modify organizational strategies.

Prerequisites

Before the course unit the learner is expected to be able to:

1. Understand and apply basics concepts of business management;
2. Use computational tools and browsers.

Course contents

Introduction to strategic management. Scanning the environment. Strategy formulation. Strategy implementation and control. Strategy, processes, and performance. International strategic analysis. Strategic international business development.

Course contents (extended version)

1. Introduction to strategic management
 - Basic concepts of strategic management
 - Corporate governance, ethics, and social responsibility
2. Scanning the environment
 - Environmental scanning and industry analysis
 - Internal scanning: organizational analysis
3. Strategy formulation
 - Strategy formulation: situation analysis and business strategy
 - Strategy implementation: organizing for action
 - Strategy formulation: corporate strategy
 - Strategy formulation: functional strategy and strategic choice
4. Strategy implementation and control
 - Strategy implementation: Staffing and Leading
 - Evaluation and control
5. Strategy, processes and performance
 - Corporate, business and functional strategies
 - The internationalisation process
6. International strategic analysis
 - External triggers to the internationalisation process
 - International triggers to the internationalisation process
7. International business development
 - Restricted national market scope
 - International market entry and development
 - International regional strategies

Recommended reading

1. Aaker, D. A., & Moorman, C. (2017). Strategic market management (11st ed.). Wiley.
2. Argus, D. & Samson, D. (2021). Strategic Leadership for Business Value Creation: Principles and Case Studies. Palgrave Macmillan
3. Grant, R. M. (2019). Contemporary Strategy Analysis (10th ed.). John Wiley & Sons
4. Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2019). Strategic management: concepts and cases. Competitiveness and globalization (13rd ed.). Cengage Mindtap Learning.
5. Hunger, J.D., Hoffman, A. N., & Wheelen, T. L. (2017). Concepts in Strategic Management and Business Policy: Globalization, Innovation and Sustainability (15th ed.). Pearson

Teaching and learning methods

Theoretical-practical classes using audio-visual resources. This course is based on 'learning by doing', involving the active participation of the student via interventions, individual and teamwork and problem-solving. Real-life case studies are incorporated into lectures to provide opportunities for students to apply theory to practice in a real-life context.

Assessment methods

1. Alternative 1 - (Regular, Student Worker) (Final, Supplementary)
 - Practical Work - 30%
 - Work Discussion - 10% (Intermediate discussion of the work)
 - Work Discussion - 10% (final discussion of the work)
 - Final Written Exam - 50%
2. Alternative 2 - (Regular) (Special)
 - Final Written Exam - 100%
3. Alternative 3 - (Student Worker) (Final, Supplementary, Special)
 - Final Written Exam - 100%

Language of instruction

English

Electronic validation

Alcina Maria Almeida Rodrigues Nunes	António Borges Fernandes	Paulo Alexandre Vara Alves
08-03-2021	15-03-2021	16-03-2021