

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	2021/2022	Year of study	2	Level	1-2
Type	Semestral	Semester	2	ECTS credits	6.0
Code	8487-711-2202-00-21				
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) Nuno Filipe Lopes Moutinho, 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 (11th ed.). Wiley.
2. Argus, D., & Samson, D. (2021). Strategic leadership for business value creation: Principles and case studies (1st ed.). Palgrave Macmillan
3. Grant, R. M. (2021). Contemporary strategy analysis (11th ed.). John Wiley & Sons
4. Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2019). Strategic management: concepts and cases. Competitiveness and globalization (13th 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 - (Student Worker) (Final, Supplementary)
  - Final Written Exam - 100%
3. Alternative 3 - (Regular, Student Worker) (Special)
  - Final Written Exam - 100%

## Language of instruction

English

## Electronic validation

Nuno Filipe Lopes Moutinho	António Borges Fernandes	Paulo Alexandre Vara Alves
08-03-2022	11-03-2022	17-03-2022