

Module Title	ISSUES IN GLOBAL BUSINESS AND STRATEGIC CONCEPTS
Date of Approval	December 2011
Module Code	6IM501
Pre-requisite	None
Module Level	6
Credit value	40
Total Number of Learning Hours	400
Key Words	Implementation of Global strategy, strategy and the organisation, strategic development, globalisation, international business and the environment, internationalisation.
Module Delivery Mode	Blended / Face to Face

Module Description

There has been a fundamental shift in the world's economy where national economies were once self contained, now cross border business activities and economies are much more inter-dependent on each other.

This module brings together elements of the global business environment with an understanding of the strategy making process. The ability to take an overview of business problem-solving and decision-making processes is necessary for a successful career in business management and administration. This module provides a broad representation of different, and often conflicting, perspectives and theories that reflect the richness of current debate among academics and practitioners in the field.

Initially the module focuses on enabling students to develop skills in the analysis of the strategic environment, development, evaluation and implementation of strategic concepts. These early stages of the module are designed to develop students' analytical, problem-solving and decision-making skills.

The module continues with a study of the global business environment and critical evaluation through the use of case studies to develop the student's awareness and explore good and bad practices within the business process, content and context

Using a consultative approach the module concludes by addressing contemporary global issues and the inter-dependence of national economies balanced with the strategic requirements of the global organisation.

Module Learning Outcomes On successful completion of the module, students will be able to:

1. Demonstrate knowledge and a critical approach to the key contemporary theories and concepts recognised in the field of strategic management and globalisation.
2. Apply and critically discuss the appropriateness of relevant theories to complex business situations.
3. Apply consultancy principles and relevant theory to create, develop, plan and implement the Business Case Study Proposal recognising the importance of opportunity realisation and integrating implementation.

Module Content

- History of the field , evolution and development of strategic management;
- Strategic Decision-Making
- Formulating and analysing strategy;- The Strategy of International Business
- Positioning Analysis – prescriptive and emergent approaches
- Levels of Strategy and specifics of the strategy-making practices
- Strategy development, evaluation and implementation
- International expansion and globalisation strategies - Exporting & Importing
- Collaboration and competition: Knowledge creation through collaboration/network strategies
- Developing and implementing customer-driven strategy
- Globalization
- National Differences in Political Economy
- Ethics in International Business - Values, morality, ethical considerations, CSR
- International Trade Theory
- Foreign Direct Investment
- Multi Nationals & HRM
- International Labour Relations
- Regional Economic Integration & revision
- Foreign Exchange Market
- Political requirements of International Trade Theory
- Research Methods
- The Organization of International Business
- Entry Strategy and Alliance
- Global Production
- Financial Management in International business
- Ecological Challenges for Business and Society
- Consultancy Techniques

Module Learning & Teaching Methods

Activity type	Hours	Category
Lectures:	24	1
Seminars:	48	1
Study Clinics/Tutor Support:	24	1
Guided independent study:	304	2
Total:	400	

Total Learning hours in each category

a. category 1: 24+48+24=96hours	24%
b. category 2: 304 hours	76%

Lectures and/or tutorials or seminars will cover substantive areas of knowledge, supported by audio/visual and web materials. Guest lectures and industrial visits - where appropriate - will be included. Students will be encouraged at all times to read widely for this subject, and to use both personal experiences from work placement(s) - where relevant - and their knowledge gained from their specialist prescribed and elected subjects. Use of interactive media and materials will be widely encouraged to provide the student with a fully rounded perspective and understanding of the module in 'live' situations.

Module Assessment

Mode: Coursework/ Examination 100%

Formative assessment will be provided within seminars, sometimes on a small group basis, sometimes on an individual basis. Feedback will be provided which will help the student to develop the knowledge and skills required to achieve high success in the summative assessments.

Coursework 1 30%

A formative report based on the application of knowledge in the strategic driven elements of the module. Students will be asked to demonstrate their understanding of this by firstly critically evaluating an organisation through a given case study and applying their knowledge gained in the lectures and tutorials. They will produce a management style report showing application, evaluation and evidence of further reading focusing on specific areas of the module.

Coursework 2 70%

Students will be required to act as a business consultant and prepare a report analysing a modern day scenario. This element requires students to utilise appropriate models and techniques, from the whole module content, advising on strategic intervention and its impact on the global environment. (Word limit 3500)

Reading list

Core Text:

Hill, C. (8th Edition), *International Business, Competing in the Global Marketplace*. Mc Graw-Hill .

Recommended Reading

Baranova P., Knight T., Milligan J.(2011), *Strategy Concepts and Applications*, Customised Text, Pearson Education.

Cavusgil, S. Knight, G & Riesenberger, J. (2008) *International Business, Strategy, Management, and new Realities*. Pearson Prentice Hall.

Daniels, J. Radebaugh, L & Sullivan, D. (2009) *International Business, Environments and Operations*, 12th Edition, Prentice Hall.

De Wit , B. and Meyer, R. (2010), *Strategy: Process, Content, Context – An International Perspective*, (2010), 4th Edition Text and Cases, South-Western, Cengage Learning.

Drucker, P. (1985), *Innovation and Entrepreneurship*, Heinemann, London

Goffin, K. & Mitchell, R. (2005). *Innovation management; strategy & implementation using the pentathlon framework*, Palgrave, Basingstoke.

Johnson, Whittington and Scholes (2011), *Exploring Strategy: Text and Cases*, 9th Edition, Prentice Hall, Essex, UK.

Lynch, Richard (2009). *Strategic Management*, 5th Edition, Prentice Hall, Pearson Education Limited, Essex, UK.

Mintzberg, Ahlstrand and Lampel, (2009), *Strategy Safari – Your complete guide through the wilds of strategic management*. , 2nd Edition, FT Prentice Hall.

Mintzberg, Ahlstrand and Lampel, (2005), *Strategy Bites Back*, FT Prentice Hall.

Mintzberg, Lampel, Quinn and Ghoshal (2003), *The Strategy Process – Concepts, Contexts, Cases*, Global 4th Edition, Prentice Hall.

Morrison, J. (2009) *International Business, Challenges in a Changing World*. Palgrave Macmillan.

Morrison, J. (2009) *Global Business Environment, Meeting the Challengers*, 3rd Edition. Palgrave Macmillan.

Inductive Derivation of a Consensus Definition of the Field, *Strategic Management Journal*, Vol 28, pp 935–955.

Pettigrew, Thomas and Whittington (Eds.), (2006), *Handbook of Strategy and Management*, Sage.

Porter, M.E. “*Competitive Strategy*” and “*Competitive Advantage*”, (1986), Free Press.

Rugman, A. M. & Collinson, S. (2009) *International Business* 5th Edition. FT Prentice Hall.

Wild, J. & Wild, K.& Han, J.C.Y. (2003) *International Business* 2nd Edition Prentice Hall.

RELEVANT JOURNALS – via Emerald or EBSCO Business Premier

Harvard Business Review

Long Range Planning

Sloan Management Review

Journal of General Management

Strategic Management Journal

The Journal of Business Strategy

Journal of General Management

Administrative Science Quarterly

OTHER RESOURCES

Where applicable videos, business simulations, case studies etc. will be used to enhance and support the module content.