

## MODULE DESCRIPTOR

<b>TITLE</b>	Global Business Strategy
<b>SI MODULE CODE</b>	25-7D02-00S
<b>CREDITS</b>	15
<b>LEVEL</b>	7
<b>JACS CODE</b>	N120
<b>SUBJECT GROUP</b>	International Business
<b>DEPARTMENT</b>	Management
<b>MODULE LEADER</b>	Andrew Johnston

<b>MODULE STUDY HOURS (based on 10 hours per credit)*</b>			
<b>Scheduled Learning and Teaching Activities</b>	<b>Placement (if applicable)</b>	<b>Independent Guided Study</b>	<b>Total Number of Study Hours</b>
<b>36</b>		<b>114</b>	<b>150</b>

### **MODULE AIM**

As international business has grown and developed, the companies which engage in it have developed different organisational forms and international business strategies to gain competitive advantage. With the advent of globalisation, companies are now developing into global enterprises and seeking to develop strategies which will give them global competitive advantage. This module aims to facilitate an understanding of the development of global enterprises and the strategies available to such firms to manage and control their operations against the background of a dynamic global business environment.

### **These are the specific aims of this module:**

- To review the nature of the globalisation process.
- To construct a notion of global business strategy.
- To evaluate the different strategic and organisational choices available to global enterprises.

### **MODULE LEARNING OUTCOMES**

By engaging successfully with this module a student will be able to

1. Explain the major trends that have occurred in recent years with respect to the globalisation of industries and markets and critically evaluate the key drivers.
2. Distinguish between different forms of multinational enterprise, organisational structures, global mission, objectives and strategy and assess their strengths and weaknesses.
3. Analyse major sources of global competitive advantage.
4. Explain and synthesise the role and function of specific global business operations.
5. Critically evaluate the major competitive strategies adopted by global enterprises and integrate the various business functions within the formulation and operation of global strategic plan.

## **INDICATIVE CONTENT**

- Overview of Globalisation and Global Strategy
  - Environmental and competitive drivers of globalisation
  - Nature of global business
  - Industry, resource, institution-based perspectives on strategy
  - Global strategy and globalisation at a crossroads
- Global Strategic Analysis
  - Global business environment - macro and industry environments
  - Internal environment - resources, capabilities and core competencies
  - Sources of global competitive advantage
  - Global value chain
- Global Strategic Development
  - Global strategic direction
  - Home replication, multidomestic, global, transnational, regional strategies
  - Global generic strategies
  - Strategising with corporate social responsibility
  - Managing internationalisation process
  - Market selection and entry strategies
- Organisation and governance of global business activities
  - Global organisational structures and design
  - Co-ordination and control mechanisms
  - Globalisation of R&D, innovation and knowledge management
  - Global corporate governance

## **LEARNING, TEACHING AND ASSESSMENT - STRATEGY AND METHODS**

Students will be supported in their learning, to achieve the above outcomes, in the following ways

Learning will be facilitated through a combination of didactic teaching and activities undertaken by module participants to reinforce and consolidate the key issues raised in the didactic sessions. Activities will include the examination of case studies and articles, the scrutiny of research findings produced by module participants, presentations by module participants and the analysis of contemporary firm behaviour using newspapers and journals. In addition, small groups of participants will be expected to produce a critique of a relevant research based academic article for discussion amongst the rest of the class.

**Formative assessment** - Seminar participation and discussions. Students will be given a list of topics in the seminar taking place in week 1. The case studies and articles used in this module are to further illustrate real-world examples of subject topics. Students are expected to prepare each case study before class and bring along their case study responses to seminars for class discussion. Feedback on students' responses to case study questions will be provided immediately after, in order to consolidate their learning process while the activities are still fresh in their minds.

Students are also expected to work in small groups to address one group assessed task, which constitutes 25% of the overall mark for the unit. Each group will conduct a student led seminar activity based around a journal article assigned. The student led seminar should be structured, using a mix of PPT presentation and small group activities. Each group will receive formal written feedback on student led seminar activity the week following the presentation. The assessment will focus on their ability to interpret the key strategic issues identified in the article, abstract key findings, and locate these within the context of the discourses of international business as an academic discipline.

In addition to the above, the students are required to submit a brief group report (up to 1500 words maximum), which will constitute 10% of the overall mark for the unit. This brief report should cover what you have learned from doing the above task, which theoretical frameworks and models underpin your group presentation work, the applications and implication of these theories and models to the world of business and academia and finally your conclusion and recommendations for the future.

**Summative assessment** - The learning outcomes for this module are assessed by an individual written assignment which constitutes 75% of the overall assessment for the unit. Each student will be allocated a global company. Students will be required to apply the tools of global strategic analysis to evaluate the strategy and performance of a global enterprise, and based on their assessment and analysis, make recommendations for its future. This type of assessment is seen essential for this module to test students' breadth of knowledge and proficiency in this subject area which is at the core of the globalisation process. In addition, the assessment will test the ability of students to assemble and abstract relevant information from various sources, and respond to the task given.

To pass the module, you must attain a weighted average mark of at least 40%.

#### **ASSESSMENT TASK INFORMATION**

<b>Task No.*</b>	<b>Short Description of Task</b>	<b>SI Code EX/CW/PR</b>	<b>Task Weighting %</b>	<b>Word Count or Exam Duration**</b>	<b>In-module retrieval available</b>
1	Student led seminar	PR	25%	1 hour	N
2	Report	CW	75%	3500 words	N

#### **FEEDBACK**

Students will receive feedback on their performance in the following ways

For the formative assessment, each group will receive formal written feedback on student led seminar activity the week following the presentation. The assessment will focus on their ability to interpret the key strategic issues identified in the article, abstract key findings, and locate these within the context of the discourses of international business as an academic discipline.

For the summative assessment, feedback will be provided in written form, and will include narrative comments and an annotated matrix which identifies performance against learning outcomes. Feedback will be provided in line with the School's assignment feedback policy.

## **LEARNING RESOURCES FOR THIS MODULE (INCLUDING READING LISTS)**

### **Core Text**

Peng, M.W. (2009). Global Strategic Management, International Edition (2e), Published by South-Western (Thomson Corp.). ISBN-13: 9780324590982 / ISBN-10: 0324590989

### **Other Useful Texts**

Bartlett C., Ghoshal SB, Birkinshaw J. (2004) Transnational Management: Text, Cases and Readings in Cross-Border Management. 4th Edition. McGraw-Hill: Irwin

Hill, C.W.L. (2006) International Business: Competing in the Global Market Place. 6th Ed - International Edition. McGraw-Hill: Irwin

Hitt, M.A., Ireland, R.D. and Hoskisson, R.E. (2006) Strategic Management: Concepts and Cases, 7th Edition. Thomson Learning

Lasserre, Philippe (2003) Global Strategic Management. Palgrave

Mellahi, K., Frynas, J.G., Finlay, P. (2005) Global Strategic Management. Oxford University Press

Stonehouse, G., Campbell, D., Hamill, J., Purdie, T. (2004) Global and Transnational Business: Strategy and Management. 2nd Edition. Wiley

### **Suggested Journals and Periodicals**

Harvard Business Review; MIT Sloan Management Review; Academy of Management Review; Academy of Management Executive; International Business Review; Journal of International Business Studies; Journal of World Business; Strategic Management Journal; Business Week; Economist

## SECTION 2 MODULE INFORMATION FOR STAFF ONLY

### MODULE DELIVERY AND ASSESSMENT MANAGEMENT INFORMATION

#### MODULE STATUS - INDICATE IF ANY CHANGES BEING MADE

NEW MODULE	N
EXISTING MODULE - NO CHANGE	Y
Title Change	N
Level Change	N
Credit Change	N
Assessment Pattern Change	N
Change to Delivery Pattern	N
Date the changes (or new module) will be implemented	N/A

**MODULE DELIVERY PATTERN** - Give details of the start and end dates for each module. If the course has more than one intake, for example, September and January, please give details of the module start and end dates for each intake.

	Module Begins	Module Ends
Course Intake 1	30/09/2013	20/12/2013
Course Intake 2	27/01/2014	11/05/2014
Course Intake 3	DD/MM/YYYY	DD/MM/YYYY

Is timetabled contact time required for this module?	Y
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Are any staff teaching on this module non-SHU employees?	N
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If yes, please give details of the employer institution(s) below

What proportion of the module is taught by these non-SHU staff, expressed as a percentage?	
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#### MODULE ASSESSMENT INFORMATION

Indicate how the module will be marked	
*Overall PERCENTAGE Mark of 40%	Y
*Overall PASS / FAIL Grade	N

\*Choose one only – module cannot include both percentage mark and pass/fail graded tasks

#### SUB-TASKS

Will any sub-tasks (activities) be used as part of the assessment strategy for this module?	N
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If sub-tasks / activities are to be used this must be approved within the Faculty prior to approval. Sub-task / activity marks will be recorded locally and extenuating circumstances, extensions, referrals and deferrals will not apply to sub-tasks / activities.

#### FINAL TASK

According to the Assessment Information shown in the Module Descriptor, which task will be the LAST TASK to be taken or handed-in? (Give task number as shown in the Assessment Information Grid in Section 1 of the Descriptor)	Task No. 2
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#### NON-STANDARD ASSESSMENT PATTERNS

MARK 'X' IN BOX IF MODULE ASSESSMENT PATTERN IS NON STANDARD, eg MODEL B, ALL TASKS MUST BE PASSED AT 40%.	
NB: Non-standard assessment patterns are subject to faculty agreement and approval by Registry Services - see guidance notes.	