

MN5423 – Global Business Strategy**MODULE TYPE/SEMESTER:** Core (20 credits) Semester 1**MODULE CO-ORDINATOR:** Professor Ross Brown**CONTACT DETAILS:** Ross.Brown@st-andrews.ac.uk**AIM:**

This module explores the conceptual and practical issues inherent in developing business strategy within firms with a global market orientation. International business is an integrative discipline which encompasses the whole gamut of issues confronting businesses. Therefore, the approach in the module is deliberately broad so that students do not just focus on narrow functional aspects within international businesses. Rather, the aim of the module is to provide students with a wide-ranging, critical understanding of the strategic issues involved within global organisations and the increasingly complex operating environment in which they are situated. It will examine a range of concepts and issues that inform the decision-making processes confronting global managers. It will equip students with a range of analytical concepts and tools to help comprehend the complexities of the current global business environment.

Global business strategy is an emerging discipline which comprises elements of the international political economy and their impact on strategic planning and implementation. This module draws these elements together in the context of the international business environment and offers a structured approach to defining competitive advantage within complex and fast-changing business environments. The module introduces the basics of strategic management and places the global firm at the centre of an analytical framework. The module will challenge students to consider strategic problems in a rigorous manner using real life case studies and practical applications of the concepts covered.

METHOD OF TEACHING & LEARNING:

Lectures, case studies, group work and group presentations.

LEARNING OUTCOMES:

- On completion of this module, students should be able to:
- Be familiar with recent research and literature in global business strategy.
- Critically appraise quickly changing market conditions.
- Be familiar with a range of approaches, tools, and techniques for evaluating dynamic environments, developing sound organizational strategies and making strategic decisions.

- Recognise the limits of normative and analytical approaches for developing strategy content.
- Develop awareness of the dynamic business environment and the strategic processes for gaining competitive advantage within these turbulent contexts.
- Learn to manage and work effectively in groups.
- Improve communication and presentation skills.

INDICATIVE OUTLINE:

- **Lecture 1:** An Introduction to Course Objectives and the Global Business Environment.
- **Lecture 2:** Core Concepts and Review of Strategic Approaches to Understand the Global Business Economy.
- **Lecture 3:** Strategy and the Relevance of International Business Theories.
- **Lecture 4 :** Strategy and Entry Mode Dynamics
- **Lecture 5 :** Strategy and Structures within International Businesses
- **Lecture 6 :** Reading Week
- **Lecture 7 :** (Google Guest Lecture - TBC)
- **Lecture 8 :** Strategy in a Variegated and Dynamic Business Environment: The Role of Place, Institutions and Culture
- **Lecture 9 :** Strategy and Emerging Markets/Emerging Market Multinationals
- **Lecture 10:** Strategy, International Business Ethics and Corporate and Social Responsibility
- **Lecture 11:** Final Group Presentation.

ASSESSMENT:

- **Essay:** Each student is expected to write an individual essay of 2,000 words. The precise focus of the essay topics will be discussed during the initial lectures (35%).
- **Group Presentation:** Students will be allocated into groups at the outset of their Masters and each group will develop and group presentation which will be undertaken in the final class (15%).
- **Examination:** End of term (50%)

Group presentations will be a core element of the module.

Each week will involve students working on group projects to examine issues covered in the lectures, to discuss existing case studies and to formulate their own case studies. This is not an assessed part of the course.

READING LIST:

Recommended Texts

- Peng, M. and Meyer, K 2016, International Business, Second Edition, Cengage Learning, London.
- Dicken, P. 2015. Global Shift: Mapping the Changing Contours of the World Economy, 7th Edition Sage, London.
- Hill C. and Hult, T. 2019, Global Business Today, McGraw Hill, New York.
- Shenkar et al (2015) International Buisness, Routledge, London.
- Verbeke, A. 2013. International Business Strategy, Cambridge University Press, Cambridge.

- Steers, R et al 2013 Management Across Cultures, Cambridge University Press, Cambridge.

Journals

- Academy of Management Journal
- Academy of Management Review
- Administrative Science Quarterly
- British Journal of Management
- Business Strategy Review
- California Management Review
- Cambridge Journal of Regions, Economy & Society
- Entrepreneurship Theory and Practice
- Environment and Planning A
- Environment and Planning C
- Global Strategy Journal
- Harvard Business Review
- Journal of Business Strategy
- Journal of Business Venturing
- Journal of International Business Studies
- Journal of International Business Strategy
- Journal of Management Studies
- International Marketing Management
- International Small Business Journal
- International Business Review
- Long Range Planning
- Organization Science
- Sloan Management Review
- Small Business Economics
- Strategic Management Journal
- Regional Studies

Organisation of courses may be subject to change without notice.