MN5423 – GLOBAL BUSINESS STRATEGY

MODULE TYPE/SEMESTER: Core (20 credits) Semester 1

MODULE CO-ORDINATOR: Dr Ross Brown

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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.

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:

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<th>Lecture</th>
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<td>An Introduction to Course Objectives and the Global Business Environment</td>
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<td>Lecture 2</td>
<td>Core Concepts and Review of Strategic Approaches to Understand the Global Business Economy</td>
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<td>Lecture 3</td>
<td>Strategy and the Relevance of International Business Theories</td>
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<td>Strategy and Entry Mode Dynamics</td>
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<td>Lecture 5</td>
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<td>Lecture 7</td>
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<td>Lecture 8</td>
<td>Strategy in a Variegated and Dynamic Business Environment: The Role of Place, Institutions and Culture</td>
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<td>Strategy and Emerging Markets/Emerging Market Multinationals</td>
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<td>Lecture 10</td>
<td>Strategy, International Business Ethics and Corporate and Social Responsibility</td>
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ASSESSMENT:

**Essay:** Each student is expected to write an individual essay of 3,000. Precise focus of the essay topics will be discussed in the initial lectures.

**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**


**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