

6. International Strategic Management

Module Number: TBA	Module Title: International Strategic Management		
Module Status: Core			
Semester: 1	Level: M (7)	Credits: 15	
Module Leader: Seamus Kelly			
Direct/Assisted Learning Hours: 44	Lectures: 36 Hours Seminars/Workshops: 20	Independent Learning: 106	Student
Assessment mode & Weighting: Class Participation 10%; Coursework 30%; Final Exam 60%			
Concurrent Module: None			
Post-requisites: Research Dissertation Project			
Advisory Constraints: None			

1. Rationale for Module:

A fundamental shift is occurring in the world economy. We are moving progressively further away from a world in which national economies are relatively isolated from each other by barriers to cross-border trade and investment. Barriers to the free flow of goods and services have been coming down and cross border trade and investment has grown rapidly. Due to the complexity of the multinational firm's environment it is particularly important that these businesses have well formulated strategic plans. Large multinationals need to conduct a comprehensive analysis of their environments and develop detailed plans for the coordination of the firm's global activities. These plans will set forth objectives for all the firms' major divisions and units and will provide for systematic follow up and evaluation.

Businesses also need to manage the many national differences in government regulation, culture and business systems. Organizations, to be successful, need to embrace those opportunities that arise and also, to deal with the potential threats that exist in the international business arena. International managers must be aware of these changes and possess the requisite managerial skills to formulate appropriate strategies in order to deal with the diverse environments in which international enterprises operate within.

This module is designed to enhance students understanding and appreciation of the strategic management process, necessary for managing the international operation of firms. It will also provide a thorough knowledge and understanding of relevant academic literature. The international business arena is a fascinating and exciting one, providing numerous career opportunities for prospective students. It is envisaged that this module will equip students with the necessary conceptual and analytical skills while also providing students with a thorough understanding of the strategic management process within the multinational enterprise.

2. Principal Module Aims:

The principal aims of the module are:

- To provide students with a thorough understanding of the strategic management process within the multinational enterprise.
- To apply theoretical concepts to real strategic management problems and issues through analysis of international strategic management literature and appropriate case study analysis.
- It induces the student to understand new challenges and opportunities arising in the global market place and their impact on the strategy formulation and implementation process.
- To critically analyse and evaluate the current changes in international trade and their strategic implications.
- To equip students with a broad understanding of the global dynamics of international business at the macro level – in terms of political, legal, socio-cultural, and at the micro level – in terms of the strategic and operational decisions.
- To appreciate the cultural differences that exist and their strategic and structural implications inherent within diverse markets.

3. Distinctive Features of the Module:

The distinctive features of the module will be:

- As a core module on a Master's programme, it will offer students the opportunity to develop their understanding and knowledge of key aspects of the strategic management process within the rapidly changing international business environment.
- Case study analysis will be utilised as an essential part of the learning process, which will complement and enhance lectures. The chosen case studies will expand on concepts and explore points introduced during lectures, providing students with exposure to practical applications of theory and further development of knowledge.

- The module will give students access to expert international management practitioners during guest lectures and seminars/workshops conducted by invited guests from highly accredited international companies. The abilities and skills acquired in the classroom will, it is envisaged, transfer to the current international business environment.

4. Principal Learning Outcomes:

On completion of the module students will have:

- A thorough understanding of the strategic management process which top level management, working within international business, have to deal with. **(L1)**
- Students will develop an ability to creatively apply knowledge from different approaches to strategic management issues and problems. This will incorporate a thorough understanding of the various international strategic management concepts and their practical application. **(L2)**
- A keen practical awareness of the ever-growing relationships in international business between strategy and structure and the role which culture plays in managing international enterprises. **(L3)**
- The ability to contribute to the successful management of multinational enterprises in their prospective careers. **(L4)**
- Students will acquire an awareness of, and appreciation for, the diversity and complexity of the international environment through relevant case study analysis and the input of leading practitioners. **(L5)**

4. Indicative Module Content:

- Strategic Challenges of International Business
- The International Environment
- The Cultural context of Global Strategic Management
- Global Strategic Planning
- Developing International Strategy
- Strategic Management and Organisation
- Corporate Strategy and National competitiveness
- Business Operations
- Cross-Cultural Negotiation and Decision Making
- Innovation and Change Management
- International Ethical and Ecological Environment
- Project presentations and review session

5. Teaching and Learning Strategy:

The course will be delivered through a combination of lectures and compulsory seminars/workshops. Lectures will address the key course topics, especially in terms of covering the entire relevant academic and conceptual issues arising in relation to international strategic management. The seminars and workshops will consolidate the material covered in lectures in a much more pragmatic way focusing on specific organisations and using multiple means of communication. This will involve, case studies, videos, group-based role exercises, presentations by expert guest lecturers/practitioners followed by student-driven question and answer sessions, class debates etc.

The lectures will be interactive and provide a forum in which to develop the student's ability to articulate and present ideas in a group environment. Class discussion will focus on those areas where comprehension is substantially enhanced by additional elaboration or illustration.

6. Assessment Strategy:

Student assessment is divided into three sections.

(1) Group Project (Learning Outcomes: L1 – L5)	30 %
(2) Final Examination (Learning Outcomes: L1 – L5)	60 %
(3) Class Participation	10%

Group Project

The project will be on any aspect of the module as outlined in the course outline. This involves the selection of an organisation from a list of acceptable companies, which will be distributed at the commencement of the module. For the particular topic chosen I expect the relevant readings and chapters to be reviewed by the students. In addition students will be expected to analyse and conduct further research around their chosen topic.

This will involve an analysis of the organisation with respect to the body of literature on international strategic management. A key part of the assessment of this paper will be the student's ability to link the theory covered with its practical application to the chosen organisation.

Structure

The final output will be in the form of an executive summary and critical analysis. It shall be ten pages in length, using font size 12, standard margins and line spacing of 1.5.

The presentation will be an executive summary of your case study using PowerPoint/slides. The duration of the presentation will be no longer than thirty minutes and each member of the group is required to participate in the presentation.

This fulfils a number of learning objectives:

- (1) Review of current applicable International Strategic Management literature
- (2) Application of theory to practice
- (3) Ability to make a presentation on the topic of your case study

7. Indicative Reading/Research:

Essential Texts/Articles:

- Wortzel, H.V. (1991). *Global Strategic Management: The Essentials*. New York, Wiley.
- Root & Visudtibhan. (1992). *International Strategic Management: Challenges and Opportunities*. Taylor & Francis. London.
- Rugman, A.M. (2000). *International Business: A Strategic Management approach*. Prentice Hall.
- Wortzel, H.V. (1997). *Strategic Management in a Global Economy*. New York, Wiley.
- Deresky. (2005). *International Management: Managing across Borders and Cultures*. Prentice Hall.

Supplementary Texts/Articles:

- Hussey, D. E. (1994). *International Review of Strategic Management. Vol. 5*. New York. Wiley.
- Ellis & Williams. (1995). *International Business Strategy*. Pittman.
- Lane, DiStafano & Maznevski. (2000). *International Management Behaviour*. Oxford. Blackwell.

- Ball et al. (2005). *International Business: The Challenge of Global Competition*. McGraw-Hill.
- Hill. (2005). *International Business: Competing in the Global Marketplace*. McGraw-Hill.
- Rees & Wall. (2004). *International Business*. Prentice Hall.
- Archer, E., “How To Make a Business Decision: An Analysis of Theory and Practice.” *Management Review*. Feb 1980. Vol 69. Issue 2.
- Mintzberg, Raisinghani, & Theoret: “The Structure of “Unstructured” Decision Processes. *Administrative Science Quarterly*. 21 (1976), 246-265.
- Athanassiou. N. “Implementing Strategy, Structure and Systems. 187 -217. *International Management Behavior*. 4th Ed. Lane, DiStefano, and Maznevski.
- Byrne, France, & Zellner “The Environment Was Ripe for Abuse” *Business Week*, February 25, 2002.
- Lane, Nicholls, & Ellement. “Living and Working In Korea”. *International Management Behavior*. Lane, DiStefano & Maznevski. 4th Ed. Oxford. Blackwell. 2000
- China and the New Rules for Global Business. Boston Consulting Group/ Knowledge at Wharton.

Journals/Publications

- Business Strategy Review
- Strategic Management Journal
- International Business Review
- Harvard Business Review
- International Journal of Business Studies
- International Journal of Business Performance Management
- Academy of Management Executive
- Management Review
- Sloan Management Review

Organisations (whose publications and/or websites should be monitored):

- Proctor & Gamble
- Unilever
- AIB
- Bank of Ireland

- Adidas
- Aer Lingus
- Nike
- Daimler Benz
- Boeing
- Diageo
- Glanbia

