Module A6: Globalisation and Corporate Responsibility

Stage	1
Semester	1 and 2
Module Title	Globalisation and Corporate Responsibility
Module Number/Reference	GCR
Module Status	Mandatory
Module ECTS credit	5
Module NFQ level (only if applicable)	9
Pre-requisite Module Titles	N/A
Co-requisite Module Titles	NA
Is this a capstone module? (Yes or No)	No
List of Module Teaching Personnel	Deborah Kirkland/Grainne Madden

Contact Hours				Non-contact Hours			Total Effort (Hours)
Lecture	Practical	Tutorial	Seminar	Assignment	Placement	Independent work	
36				32		32	100

Allocation of Marks (Within the Module)					
	Continuous Assessment	Project	Practical	Final Examination	Total is always 100%
Percentage contribution	75%			25%	100%

Intended Module Learning Outcomes

On successful completion of Part I: Globalisation, the learner will be able to:

1. Critically appraise the theories and insights of key thought leaders in the field of globalisation.
2. Appraise the implications of the differences between international and domestic markets and the impact of culture, political, economic and legal factors when formulating global strategy.
3. Research and assess the characteristics of different international markets and segments, and assess strategic options for distribution channels and modes of entry.
4. Assess the role, nature and function of the global firm and evaluate the factors critical to success
5. Identify specific global business practices such as the strategic and managerial issues involved with global strategic alliances and mergers, recognise the strengths and the weaknesses of global marketing as well as understand the different management issues in the global design of organisational structures.

On successful completion of Part II: Corporate Responsibility, the learner will be able to:

1. Effectively employ all aspects of the corporate responsibility dimension of management including economic, legal, ethical, and social elements.
2. Assess the impact of international trade and investment on working conditions, environmental practices and human rights, and respond to these challenges from an organizational perspective.
3. Anticipate and successfully manage challenges to an organisation's social and environmental performance.
4. Critique and justify new sustainable business approaches taking into account stakeholders, globalisation, human needs in the workplace, diversity, and corporate citizenship.
5. Have increased capacity to be a responsible, informed and self-aware individual and a contributor to positive organisational change.
6. Design, develop, and present a Corporate Responsibility Strategic Plan.
7. Understand methods of ensuring compliance within organisations
8. Work effectively as part of a team during class sessions to identify issues and discuss recommendations which are then used as the basis for completing the assignment

Module Objectives

This module deals with two key aspects of Business Management – Globalisation and Corporate Responsibility

Part I: Globalisation continues to have a profound effect on our world today. While not a new concept, the level of global political and economic activity has radically increased in recent years. This module is designed to build learners' understanding of globalisation. It will give learners an appreciation of how political, socioeconomic and cultural events in one region can shape and influence events worldwide. It will also develop learners understanding of the main issues that globalisation entails for businesses and their employees. As firms expand globally it will examine the strategic, cultural and operational issues they face in terms of integrating an array of foreign subsidiaries. Throughout, case studies of new ventures and initiatives that have both succeeded and failed are drawn on for illustration and illumination.

Part II The second part of this module is concerned with responsible business practice. Learners will develop knowledge and understanding of the ethical and social areas of corporate responsibility and the impacts these have on the reputation and success of an enterprise. On completion, learners will possess detailed understanding of the current challenges and opportunities facing companies in area of corporate social responsibility to its many stakeholders.

Part I: Globalisation aims:

- To provide learners with a critical understanding of the key thought leaders of globalisation and their relevance for international business.
- To give learners an appreciation of the global environment and how it differs from the domestic environment, particularly with regard to the impact of the political, socio-economic, cultural and other environmental influences on international expansion strategies.
- To afford learners the opportunity to explore the characteristics and behaviour of global firms.
- To provide the learner with the skills to effectively apply research, theories and frameworks when selecting markets and be able to propose/defend appropriate market entry strategies.
- To enable learners to think globally in management and appreciate the cultural impact on marketing, human resource and operational challenges that global firm's face.
- To contribute to the development of the learners' business analytical and presentation skills.

Part II: Corporate Responsibility aims:

- To offer learners the opportunity to participate in and learn from the growing world-wide debate on the purposes and responsibilities of business.
- To sensitise learners to ethical business issues which in turn will allow them to recognize potential problems and make better and more responsible business decisions.

Module Curriculum

Part I: Globalisation

Week 1   Introduction
- The concept of globalisation and an examination from political, economic, cultural, environmental perspectives
- Globalisation and history and critical assessment of whether globalisation is a new phenomenon

Week 2   Thought leaders in Globalisation
- Evaluation of different perspectives: The champions, the cynics and the middle ground

Week 3   The Global Firm and Strategic Issues of Expansion
- The benefits and challenges of going global
- The difference between international and global firms and the phases of internationalisation
- The forces that drive globalisation and localisation

Week 4   Market selection
- Assessing the attractiveness of markets (PESTEL analysis, Porter's five forces, Porter's value chain analysis, Generic Strategies, Johnson and Scholes: suitability, feasibility, acceptability)
- Expansion, Contractible and CAGE methods of market selection
- Mergers and strategic alliances as a market entry choice

Week 5   Impact of culture on Global Operations
- Relevant theories of culture – Hofstede and Hall, Johnson and Scholes cultural web
- Impact of culture on marketing and HR

Week 6   Global Strategy
- Developing a global strategy
- Issues relating to global organisational design and operations

Part II: Corporate Responsibility

Day 1 Introduction to corporate responsibility
- Why study corporate responsibility and business ethics.
- Compatibility of profit and ethics
- Business Purpose
- Stakeholder theory
- Business and society

Global society
- Human rights and international conventions
- Transparency, liability and accountability of MNCs
- Global supply chain and ethical sourcing
- Bribery and Corruption
- Corporate social opportunity

Day 2 Organisation culture and values
- What do we mean by the culture of an organisation and how is it created?
- Organisation core values
- Leadership
- Ethics and culture
- Corporate personality

Employees and the business
- Employer responsibilities towards employees
- Fair treatment and duty of care
- Discrimination
- Bullying

Day 3 Compliance mechanisms
- Codes of conduct – creating, introducing and revising
- Advice seeking and whistle blowing
- Reporting of violations and disciplinary procedures

Environment
- Pollution and resource depletion
- International agreements
- Private cost and social cost
- Environmental injustice
- Debt to ecosystem
- Sustainable development
- Eco marketing or greenwashing

Day 4 Marketing and corporate responsibility
- Advertising standards and ethics
- Offers made to consumers, labelling and misrepresentation
- Consumer privacy
- Consumer safety
- Pricing

CSR strategy
- Philanthropy or business strategy
- Cause related marketing
- CSV
- Communicating strategy to stakeholders

Reading lists and other learning materials

Recommended Reading Part I: Globalisation
Lasserre, P. (2012) *Global Strategic Management*. 3rd Edition, Bristol, Palgrave MacMillan.
Ritzer, G., (2009) *Globalization a Basic Text*, Wiley-Blackwell, New York.

Secondary Reading - Part I: Globalisation
Friedman, T. L., (2005) *The World is Flat: A Brief History of the Twenty-first Century*, FSG, New York.
Ghemawat, P. (2011) *World 3.0: Global Prosperity and How to Achieve It*, Harvard Business Review, Boston.
Levitt, T., The Globalization of Markets, *Harvard Business Review*, May-June, 1983, pp. 92-102.
Porter, M. E., (1998) *Competitive Advantage of Nations*, Free Press, New York.

Steger, M., (2009) *Globaliztion a Very Short Introduction,* 2009, 2nd Edition, Oxford University Press, London.
Stiglitz, J., (2006) *Making Globalization Work,* W.W. Norton & Company, New York.

Recommended Reading Part II: Corporate Responsibility

Beauchamp, T & Bowie, N (2000) Ethical Theory and Business, 6th Edition, Prentice Hall
Boatright, John R. (2003) Ethics and the Conduct of Business, 4th Edition, Prentice Hall
Chryssides, G & Kaler, J (1996) Essentials of Business Ethics, McGraw Hill
Crane, Andrew & Matten, Dirk (2007) Business Ethics Oxford University Press
Ferrell, O.C., Fraedrich, J & Ferrell, L (2002) Business Ethics Ethical Decision Making and Cases, 5th Edition, Houghton Mifflin
Fisher, C and Lovell, A (2003) Business Ethics and Values, Prentice Hall
Hartman, L. & DesJardins, J. (2011) Business Ethics, Decision Making for Personal Integrity and Social Responsibility 2nd ed. McGraw Hill
Lawrence, A. & Weber, J. (2011) Business and Society: Stakeholders, Ethics, Public Policy 13th ed., Boston: McGraw-Hill.
McElhaney, Kellie A. (2008) Just Good Business Berrett-Koehler
Post, James E., Lawrence, Annie T. & Weber, James (2002) Business and Society McGraw Hill
Smith, C. & LEnssen, G. (2009) Mainstreaming Corporate Responsibility Wiley
Trevino, L. K. & Nelson, K.A. (2004) Managing Business Ethics, Straight Talk about How to do it Right, Wiley
Velasquez, MG (2001) Business ethics: Concepts and cases, 5th Edition, Prentice Hall
Weiss, J. W. (2003) Business Ethics A Stakeholder and Issues Management Approach, 3rd Edition, Thompson South Western
Werther, W. & Chandler, D. (2006) Strategic Corporate Social Responsibility: Stakeholders in a Global Environment Sage Publications

Module Learning Environment

A base classroom arranged in team pods is used for teaching purposes for the delivery of module. Learners are also supported with resources to offer structure and guidance. This includes a set of lecture notes and reading materials as well as a detailed module curriculum which includes the module learning outcomes, a class schedule, the necessary reading material and the assignment strategy. Participants also have access to Moodle, the College's Virtual Learning Environment (VLE).

Module Teaching and Learning Strategy

Part 1: Globalisation will be delivered through a combination of lectures and smaller group-based workshop style classes. Readings will be assigned for each class and course material will then be presented in the context of class discussions based on these readings. Teamwork will also be an integral part of this module, and teams will be required to prepare a market analysis report, selecting a market for given international

brand. Learners will then be required to present and defend their market choices during class.

Part II: The method of instruction for Part II is through four 1 day intensive workshops. Learner groups are given a company to run to which they apply the thinking and learning from the workshops. Groups do assigned interactive exercises during the workshop sessions which act as the basis for an assignment on the corporate responsibility issues facing their particular company. The workshops are delivered through a combination of video clips, pod casts, short information lecture sessions and group exercises. Learners also do further in-depth research on the relevant topics for their company.

Module Assessment Strategy

The marks for Part I will be divided between a written report (45%) and an in-class presentation of the report's findings (5%) and an end of semester examination (50%). This assignment will be part of the overall integrated case study assessment. This particular assignment is vital in that it provides a foundation for future marketing, HR and strategy assessments.

The marks for Part II will be divided between:

Either

A group presentation covering a stakeholder analysis of the group's company and the key issues and recommendations for their company regarding the remaining seven topics covered during the module

Or

An individual assignment covering a stakeholder analysis of the group's company and the key issues and recommendations for their company regarding three of the remaining seven topics covered during the module and explaining why the topics chosen are the most important.

Part I: Globalisation

Element Number	Weighting	Type	Description
1	50%	Coursework	Market situation analysis and in-class presentation
2	50%	Examination	End of semester examination

Part II: Corporate Responsibility

Element Number	Weighting	Type	Description
1	100%	Coursework	Either a team presentation or an individual written assignment

Constructive Alignment of Assessment

Module Learning Outcomes	Assessment Strategy	
	Element 1	Element 2
Part I: Globalisation		
1. Critically appraise the theories and insights of key thought leaders in the field of globalisation.	Yes	Yes
2. Appraise the implications of the differences between international and domestic markets and the impact of culture, political, economic and legal factors when formulating global strategy.	Yes	Yes
3. Research and assess the characteristics of different international markets and segments, and assess strategic options for distribution channels and modes of entry.	Yes	Yes
4. Assess the role, nature and function of the global firm and evaluate the factors critical to success	Yes	Yes
5. Identify specific global business practices such as the strategic and managerial issues involved with global strategic alliances and mergers, recognise the strengths and the weaknesses of global marketing as well as understand the different management issues in the global design of organisational structures.	Yes	Yes

Part II: Corporate Responsibility	
Module Learning Outcomes	**Assessment Strategy** **Element 1**
1. Effectively employ all aspects of the corporate responsibility dimension of management including economic, legal, ethical, and social elements.	Yes
2. Assess the impact of international trade and investment on working conditions, environmental practices and human rights, and respond to these challenges from an organizational perspective.	Yes
3. Anticipate and successfully manage challenges to an organisation's social and environmental performance.	Yes
4. Critique and justify new sustainable business approaches taking into account stakeholders, globalisation, human needs in the workplace, diversity, and corporate citizenship.	Yes
5. Have increased capacity to be a responsible, informed and self-aware individual and a contributor to positive organisational change.	Yes
6. Design, develop, and present a Corporate Responsibility Strategic Plan.	Yes
7. Understand methods of ensuring compliance within organisations	Yes
8. Work effectively as part of a team during class sessions to identify issues and discuss recommendations which are then used as the basis for completing the assignment	Yes

Sample Examination Marking Criteria

Outstanding work which is both illuminating and insightful. Language is fluent and authoritative demonstrating a comprehensive knowledge, and convincing command of the subject matter. Accurate and concise application of theory and additional sources of work where appropriate. Exceptionally clear and well articulated examples provided to support learners answer. Excellent structure.	80%+
Evidence of a very good understanding of theory and sound application to a particular business scenario when required. Competent critical analysis with the ability to develop a clear and compelling argument. Well developed examples where required to help illustrate learners work.	70- 79 %
Good understanding of the underlying concepts and a good attempt at applying theory to business scenario when required. Good logic and structure to answer. Examples provided to illustrate answer.	60- 69%
Evidence of some reading from lectures, handouts, recommended texts though often descriptive in nature. Reasonable use of most major points though missing some key elements of theory. Confused or unclear in parts. Examples provided where required but underdeveloped.	55 – 59%
Some relevant material but inadequate or incomplete treatment of same. Minimal or missing examples.	50 – 54%
Not of passing standard though shows signs of some engagement with the material.	45 – 49%
Serious lack of relevance; signs of lack of involvement with course material; serious confusion.	<45%