

Module A4: International Strategy

Stage	1						
Semester	2						
Module Title	International Strategy						
Module Number/Reference	A4 - IS						
Module Status	Mandatory						
Module ECTS credit	5						
Module NFQ level (only if applicable)	9						
Pre-requisite Module Titles	N/A						
Co-requisite Module Titles	N/A						
Is this a capstone module? (Yes or No)	No						
List of Module Teaching Personnel	Justin Keogan						
Contact Hours				Non-contact Hours			Total Effort (Hours)
Lecture	Practical	Tutorial	Seminar	Assignment	Placement	Independent work	
36				24		40	100
Allocation of Marks (Within the Module)							
	Continuous Assessment	Project	Practical	Final Examination	Total		
Percentage contribution	50%			50%	100%		

Intended Module Learning Outcomes

On successful completion of this module, the learner will be able to:

1. Discuss the principal concepts, perspectives and inputs into strategy thinking, formulation, development and implementation and appreciate the issues and factors that influence the variety of approaches to each of these elements of strategy, particularly within an international business context
2. Employ a range of models and frameworks to assess macro, meso and micro environmental factors and their implications for firm performance, particularly within an international business context
3. Employ a range of models and frameworks to identify and evaluate the value proposition, resources and capabilities of the firm doing business in an international context
4. Understand and appreciate the issues and considerations facing a firm as a result of doing business in an international context including international expansion, market entry modes and managing a firm in a global context

Module Aims & Objectives

This module introduces and develops the concepts, perspectives and tools associated with the discipline of strategy formulation and development. It does this firstly at a fundamental level where conceptual understanding can be provided for and then places the concepts and tools within the complexities of undertaking business in different countries and cultures. As well as providing the learner with a core body of knowledge of strategy, the module aims to go beyond the prescriptive toolbox of strategy making and instil in the learner an appreciation of the complexities, subtleties and human factors that fundamentally shape what businesses do and why. This central aim of the module is consistent with the level of a Master's programme.

On completion of the module, learners are expected to:

- possess the knowledge and critical skills needed to appreciate the influences on strategy formulation and development in an international business;
- be able to identify and critically assess the variety of forces at work both within and outside an international business from markets and institutions to competition and consumers, from the nature of value and advantage to the importance of resources;
- be able to identify and critically evaluate the choices faced by a firm doing business on an international level; from considerations of control and risk to appropriate modes of market entry, from the extent to which businesses need to respond to local conditions to the complexities of constraints and developments for particular industries.

The indicative module content below provides a greater level of detail with respect to what learners will experience in terms of module content in class and when engaging with module materials.

Module Curriculum

- **Introduction to Strategy, Strategic Thinking and Strategic Planning**
 - Overview of what strategy is and what strategy involves as an activity
 - Overview of the principal concepts associated with the field of strategy
 - Historical influences and dominant paradigms on conceptions of strategy and how it is done
 - Process, context and content of strategy
- **Perspectives and Approaches to Strategy**
 - Review of the principal perspectives and approaches to strategy
 - Central debates in strategy; deliberate versus emergent, prescriptive versus descriptive, external versus internal, market orientation versus resource orientation, evolutionary versus revolutionary styles, etc.
 - Principal schools of thought in strategy
 - Strategy, politics and culture

- Strategy and decision making processes; rationalism, sensemaking, information deficits, and learning
- The players in strategy
- The practice of strategy and relevance to other disciplines
- **Strategy Content**
 - The implications of ownership structure on business choice and performance
 - Long term versus short terms strategic orientation
 - Mission, values and global issues
 - Goals, objectives and targets
 - Linking strategic analysis to strategic choices and content
 - The central components of strategy content
 - Achieving coherence and consistency in strategy content
 - Supporting organisational arrangements for strategy implementation
- **Forces, trends, markets and customers**
 - Identifying and assessing the implications of macro environmental forces and trends
 - Stability, turbulence and Black Swans and the problems with anticipating the future
 - Understanding and assessing market structures, market potential, industrial organisation and evolution and value chains
 - Understanding and assessing international (and Global) value chains and value systems
- **Competition, competitive advantage and cooperative links**
 - Defining value, value creation and sustainable competitive advantage and understanding how they are achieved
 - Understanding and evaluating the competitive environment, competitive forces, and strategic groups
 - Cooperation and coordination; realities of international business
 - Consumers, customers, and strategic issues in their identification, classification and targeting
 - Brands, Niches, and competitive positioning
 - Reviewing generic strategies
- **Resources, Capabilities and Knowledge and Economic Rents**
 - The importance of resources, capabilities and knowledge in strategy
 - Economics rent as a central concept in strategy
 - Identifying and assessing resources and capabilities as the basis of sustainable competitive advantage
 - The role of resources, capabilities and knowledge in value creation
 - The rise of knowledge management, business intelligence, and information deficits
 - Innovation, creativity and disruption, destruction and standards

- **The Context of Internationalisation**
 - A brief review of relevant (and or still influential) international trade theory
 - The context of internationalisation; from trade blocks to institutions
 - Understanding why what drives firms to internationalise
 - International versus global strategy
 - Assessing the extent of responsiveness and standardisation appropriate in a strategy
 - Assessing locations for opportunities, challenges, constraints and drawbacks (Diamond Model, CAGE Analysis, etc)

- **Internationalisation and Market Entry Modes**
 - Identifying and assessing the appropriateness of various modes of, and processes associated with, internationalisation
 - Exporting, licensing, joint ventures, acquisitions, organic growth, Uppsala Model, etc.
 - Forms and consequences of multinational presence from MNCs to *Born Globals*
 - Assessing generic strategies in an international context
 - The importance of alliances and networks and their management in international business
 - The types of alliances in international business
 - The nature of risk, the desire for control and the importance of trust in an internationalised business

- **Trends and Issues in International Business**
 - Debates around globalisation and its consequences for strategy
 - The consequences of “free movement” strategy
 - The cases of particular industries (food, fashion, etc) and how their strategies illustrate the importance of context
 - Broad trends and their implications; CSR, environmentalism, peak oil and resource scarcity, managing complexity, value chain risks, etc.

Teaching plan

Week 1	Introduction to Strategy, Strategic Thinking and Strategic Planning
Weeks 2 & 3	Perspectives and Approaches to Strategy
Weeks 4 & 5	Strategy Content
Week 6	Forces, trends, markets and customers
Week 7	Competition, competitive advantage and cooperative links
Week 8	Resources, Capabilities and Knowledge and Economic Rents

Week 9	The Context of Internationalisation
Weeks 10 & 11	Internationalisation and Market Entry Modes
Week 12	Trends and Issues in International Business

Reading lists

Core Reference Sources for Strategy

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Core Reading

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Suggested Reading

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Module Learning Environment

The traditional classroom environment is complemented by a range of materials available to learners on Moodle. These include an overview of the module, lecture slides, topic by topic readings list, materials for class exercises, readings, assignment materials, some links to online resources.

Module Teaching and Learning Strategy

Along with a clear statement on the relevant learning objectives and expectations at the beginning of each topic, learners are directed to the range of relevant materials to support the deepening of their learning experience and knowledge of the topic. Lectures are delivered with an attempt to make the experience as engaging as possible in order to support the learners achieve the learning objectives. After a review of the

relevant concepts and core knowledge in an interactive lecture format, a class exercise is conducted. The aim of the exercise is to provide learners with an appreciation of applying the concepts and models to strategic issues in as-near-to-real-life as possible. Outside the classroom, learners are expected to engage in significant preparatory and post hoc reading. As the module is strategy, there is a strong emphasis on linking the content to other relevant business disciplines emphasising the overarching concerns of the discipline.

Module Assessment Strategy

This module is assessed through coursework and an end of semester examination. The coursework centres on a case study, which may be shared with other modules if appropriate. For the exam, learners are provided with a case study from the beginning of the semester. The allocation of marks is divided evenly between the exam and coursework.

Element Number	Weighting	Type	Description
1	50%	Coursework	Can be Individual or Group-Based
2	50%	Examination	End of semester examination

Constructive Alignment of Assessment

In designing the assessment for the module, a conscious effort is made to ensure that each of the intended learning outcomes are assessed between both coursework and end of term examination and that there is little if any overlap.

Module Learning Outcomes	Assessment Strategy	
	Element 1	Element 2
1. Discuss the principal concepts, perspectives and inputs into strategy thinking, formulation, development and implementation and appreciate the issues and factors that influence the variety of approaches to each of these elements of strategy, particularly within an international business context	Yes	Yes
2. Employ a range of models and frameworks to assess macro, meso and micro environmental factors and their implications for firm performance, particularly within an international business context	Yes	Yes
3. Employ a range of models and frameworks to identify and evaluate the value proposition, resources and capabilities of the firm doing	Yes	Yes

business in an international context		
4. Understand and appreciate the issues and considerations facing a firm as a result of doing business in an international context including international expansion, market entry modes and managing a firm in a global context	Yes	Yes

Sample Marking Criteria

	<p>Identification of the relevant models and frameworks applicable to the consistency and coherence of strategy and their critical application to the Grolsch case study, i.e. Hambrick and Fredrickson's Model</p>	<p>Critical assessment of Grolsch's attempts to internationalise</p>	<p>The development of well-founded recommendations based on analysis in previous sections.</p>	<p>Format and structure of the report and recommendations for Grolsch</p>
A	<p>Excellent critical awareness and evaluation of consistency and coherence of Grolsch's strategy and business model to date. Ability to demonstrate broad thinking, analysis and problem solving and ability to critically identify and analyse issues. Excellent use of the current thinking in this field and ability to evaluate that learning. Issue of coherence and consistency extremely well developed and argued.</p>	<p>Excellent use relevant models and frameworks with extraordinarily well argued and supported critical awareness and evaluation of issues and problems relating to a holistic approach to internationalisation. Excellent ability to demonstrate broad thinking, analysis and problem solving and ability to critically analyse issues relevant to internationalisation.</p>	<p>Excellent ability to identify, synthesise and justify analysis from previous sections in order to formulate well founded recommendations for the future practice of strategy. Understands the realities of strategy development and its central importance to competitive advantage. Understands the mix of issues that impact internationalisation very well and can extend this understanding to appropriate improvements. Excellent discussion with the conclusions relating to how the company approaches strategy</p>	<p>Excellent academic and professional presentation of work (housekeeping issues such as Harvard System referencing and bibliography). Also presentation is clear and logical; there is a strong sense of one piece of work and one discussion running throughout, as outlined in the introduction and the conclusion. Very well and imaginatively presented.</p>

			in the future.	
B+	<p>Very comprehensive understanding of the dynamic nature of strategic development and implementation when critiquing Grolsch's strategy. Develops insights in strategy by the use of the theory and models. Very well developed discussion around coherence and consistency with very good use of evidence in the development of the argument.</p>	<p>Very good use of relevant models and frameworks with well-argued and supported critical awareness and evaluation of issues and problems relating to a holistic approach to internationalisation. Strong ability to demonstrate broad thinking, analysis and problem solving and ability to critically analyse issues relevant to internationalisation.</p>	<p>Very good ability to identify, synthesise and justify analysis from previous sections in order to formulate well-grounded recommendations for the future practice of strategy in Grolsch. Demonstrates high levels of creative and conceptual skills and abilities, as well as the realities, to the future development of strategy and its central importance to competitive advantage. Very good in-depth discussion of the key issues with Grolsch's attempt to internationalisation with a good awareness of the implications that these have for conclusions and recommendations they offer. Very good discussion in respect of the conclusions relating to how the company approaches strategy in the future.</p>	<p>Very well produced and presented piece of work demonstrating good professional and academic ability. Very good presentation with good communications skills demonstrated.</p>

B	<p>Well thought out and clear understanding of Grolsch's approach to strategy with most of the analysis well supported with evidence from the case discussed under the frameworks and models used. Reasonably well developed discussion of coherence and consistency of strategy.</p>	<p>Understands application and limitations of relevant theory and concepts to raise awareness of potential issues in the assessment of internationalisation strategy. Identifies many of the relevant issues to internationalisation and supports arguments of analysis quite well.</p>	<p>Demonstrates good ability to identify and justify analysis from previous sections in order to formulate sound recommendations for the future practice of strategy in Grolsch. Demonstrates reasonably high levels of creative and conceptual skills and abilities, as well as an appreciation of reality, to the future development of strategy and its central importance to competitive advantage. Good in-depth discussion of the key issues in Grolsch with a good awareness of the implications that these have for conclusions and recommendations they offer. Good, well developed discussion in respect of the conclusions relating to how the company approaches strategy in the future.</p>	<p>Work presented in a professional and academic manner. Good standard presentation.</p>
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C+	<p>Adequate general analysis of the approach to strategy. Much of the analysis supported by evidence. Analysis may be a little general in nature and the models and frameworks are used but level of sophistication could have been more advanced. Greater development of discussion of coherence and consistency was required.</p>	<p>Understands adequately the application of relevant models to internationalisation strategy development and implementation issues. Reasonable but limited assessment of some of the issues and options for internationalisation.</p>	<p>Demonstrates ability to identify and justify analysis from previous sections in order to formulate sound recommendations for the future practice of strategy in Grolsch. Recommendations reasonably well embedded in analysis. Demonstrates reasonable levels of creative and conceptual skills and abilities, as well as some appreciation of reality, to the future development of strategy. Reasonable in-depth discussion of the key issues in Grolsch with a reasonably good awareness of the implications that these have for conclusions and recommendations they offer. Satisfactorily developed discussion in respect of the conclusions relating to how the company approaches strategy in the future.</p>	<p>Adequately presented piece of work. Reasonable presentation but room for professionalization at this level of the programme.</p>
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C	<p>Basic understanding of the models and issues relating to strategic approach. Little analysis of issues and basic application of the models. Insufficient attention paid to issue of coherence and consistency. Very little beyond description of strategy under headings of the model.</p>	<p>Basic evidence of ability to apply limited learning of theory to the case study. Very little analysis or assessment, mainly explaining rather than analysing. Incomplete identification and assessment of internationalisation issues.</p>	<p>Demonstrates some ability to identify and justify some of the issues from previous sections in order to formulate recommendations for the future practice of strategy in Grolsch. However, the link between the recommendations and previous analysis could be much clearer and is in need of development. A greater sense of creative and conceptual skills and abilities. At least some of the recommendations lack an appreciation of reality and justification. Acceptable level of discussion of the key issues in Grolsch with an acceptable awareness of the implications that these have for conclusions and recommendations they offer.</p>	<p>Basic approach to presentation of work. Basic presentation with evidence of little effort beyond communication of factual information.</p>
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D	<p>Poor understanding of issues in relation to approach to strategy with limited and incomplete use of the models and frameworks. Little if any mention of issues related to consistency and coherence.</p>	<p>Poor evidence of application of theory in relation to internationalisation and its assessment. Largely descriptive with no apparent use of any framework (perhaps apart from company's own MABA framework) in assessment. Missed out on a significant number of issues.</p>	<p>Poor demonstrates of ability to identify issues from previous sections in order to formulate recommendations. The link between the recommendations and previous analysis is unclear and / or perhaps even absent. Little evidence of creative and conceptual skills and abilities. Many of the recommendations may lack an appreciation of reality and lack sufficient justification. Discussion of the key issues in Grolsch and their implications for conclusions and recommendations is quite poor.</p>	<p>Poorly presented piece of work. Communication leaves much room for improvement. Not meeting the expectations of a professional presentation.</p>
F	<p>Inaccurate application of theory in relation to the case study. Fails to identify many of the relevant issues related to consistency and coherence.</p>	<p>Inaccurate application of concepts or theory in relation to the assessment of internationalisation OR little to no assessment of Grolsch's attempt to internationalise.</p>	<p>Very poor support for conclusions and recommendations. Perhaps ignores previous sections. Little evidence of ability or attempt to develop recommendations from any kind of analysis of the case study.</p>	<p>Inaccurately presented piece of work. Poor presentation; not acceptable at this level as it would be considered very poor performance in industry.</p>