

## BSM936 INTERNATIONAL BUSINESS STRATEGY

### Academic Year 2013/14

Number of Aston Credits: 15

Number of ECTS Credits: 7.5

### Staff Member Responsible for the Module:

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### Pre-requisites for the module:

None

### Mode of Attendance:

On Campus

### Module Objectives and Learning Outcomes:

This module builds on the theories and frameworks from BSM933 International Business. Students will broaden and deepen their knowledge of the key issues and activities involved in internationalization as a corporate strategy option. The module introduces broad theoretical approaches to strategy, deepens existing concepts and integrates them with a wide range of strategic models, tools and explanations.

Students will learn to analyse complex situations, apply strategic models and theories, interpret the results and make appropriate recommendations.

Programme level learning outcomes relevant to this module:

#### **MSc IB**

A1 The theories, principles and underlying concepts and practice of management and an understanding of business models and processes in a national and international context

B2 Demonstrate a high level of intellectual and analytical skills, and, through intensive postgraduate study, have acquired and developed understanding of business and management subjects

B3 Critically assess and engage with business and management problems

C3 Demonstrate the knowledge and skills required for assessing and developing international business strategies and operations

D6 Enhanced personal skills and self-confidence in order to optimise career prospects.

#### **MSc SIB**

A2 The analytical frameworks of global strategic management

A3 The challenges of complex problem solving and decision making in dynamic, global environments

B3 Demonstrate a deep understanding of the challenges and contested nature of international business strategy

C1 Apply principles, models and theories of international business strategy in multinational/multicultural working environments.

C2 Demonstrate analytical and problem solving skills required to make sense of international business strategy environment.

D2 The ability to solve complex problems and make decisions in a dynamic, global environment

#### **MSc B&M**

A1 The theories, principles and underlying concepts and practice of management and an understanding of business models and processes in a national and international context.

B2 Demonstrate a high level of intellectual and analytical skills, and, through intensive postgraduate study, have acquired and developed understanding of business and management subjects.

B4 Demonstrate an appreciation of the potential value of adopting multi-disciplinary approaches to problem solving.

C2 Demonstrate analytical skills and knowledge deriving from the specific elective modules selected

D6 Enhanced personal skills and self-confidence in order to optimise career prospects.

D7 Abilities in the critical analysis of information.

### **Module Content:**

**Week 1:** Introduction to module. Global strategy and the strategy tripod  
- Sign up for case discussion group opens

**Week 2:** Double lecture:  
- The evolution of IB theories  
- The institutions-based view & industry-dynamics

**Week 3:** Case discussion (in three groups of c. 25 each)

**Week 4:** Double lecture:  
- Strategic subsidiary management  
- Multinational companies and world regions

- Week 5:** Case discussion
- Week 6:** Double lecture:  
- Emerging economies and business groups  
- International cooperation and M&A
- Week 7:** Case Discussion
- Week 8:** Case Discussion
- Week 9:** Course review:  
- What makes a good case discussion?  
- Exam preparation
- Week 10:** **Examination**

### **Corporate Connections:**

The module makes extensive use of case studies of major international companies.

### **International Dimensions:**

The course is entirely international in terms of its content, case-study material and examination.

### **Contribution of Research:**

Staff teaching on this module conduct research in the area of international business strategies, specifically on multinational companies and entrepreneurs in less developed countries. The module features a case written on the basis of this research.

### **Ethics, Responsibility & Sustainability:**

This module deals with issues in the international environment of multinationals and international SMEs. By addressing issues such as Bottom of Pyramid business strategies and developmental entrepreneurship, the wider social and economic responsibilities of international business are integrated in this module.

### Method of Teaching:

The module employs a combination of lectures and assessed case study discussion during class. Lectures are used to impart the basic knowledge on key theories, models and ideas of international business strategy and provide guidance on the use of appropriate techniques. Case studies and exercises permit students to apply theories and techniques, while class discussions permit their evaluation and appraisal.

### Method of Assessment and Feedback:

1. Case discussion in class (weeks 3, 5, 7, 8), assessed on a simplified marking scale for quality (not quantity) of contribution, worth 20%
2. Final Exam (2-hour, pre-disclosed case study) accounting for 80% of the total assessment

#### 1. Case discussion

The purpose of this assessment is formative, as it offers students instant feedback, exchange of opinions with teacher & peers, and quick assessment. Contributions are graded on a simplified scale. Class discussions may be recorded. Module objectives assessed are: analyzing complex situations (represented by teaching cases) and applying theories and models.

Programme level learning outcomes:

MSc IB: B2, B3, D6  
MSc SIB: A2, A3, B3, C1  
MSc B&M: B2, B4, D6

#### 2. Final Exam

The exam will require you to analyse a case study similar to those discussed in class. This case study will be pre-released. Students will be able to take their annotated copy into the exam. The purpose of the assessment is summative. Module objectives assessed are: analyse complex cases, apply models and theories, interpret results and make recommendations.

Programme level learning outcomes:

MSc IB: A1, B2, B3, C3  
MSc SIB: A2, B3, C1, C2, D2  
MSc B&M: A1, B2, C2, D7



### Learning Hours:

Pre-reading	50
Contact hours (lectures/case study work)	27
Revision	3
Directed learning and reading	50
Private study and coursework preparation	20
<b>Total</b>	<b>150</b>

**The following readings are subject to change. Students should not therefore purchase textbooks prior to commencing their course. If students wish to undertake background reading before starting the course, many of the chapters/readings are available in electronic form via on-line library catalogues and other resources.**

### Pre-reading:

Segal-Horn & Faulkner (2010); Understanding Global Strategy, Cengage, Ch. 1  
Kenneth Andrews (1997) "The Concept of Corporate Strategy", in Nicolai J Foss, *Resources, Firms and Strategies: A Reader in the Resource-Based Perspectives* (Oxford: Oxford University Press) 52-59.

Peng, M. W., Sun, S. L., Pinkham, B. and Chen, H. 'The Institutions-Based View as a Third Leg for a Strategy Tripod', *Academy of Management Perspectives* (2009), pp. 63-81.

Rugman, A. (2010), 'Fifty years of International Business Theory', Working paper, Reading University

DiMaggio, P. J. and W. W. Powell (1983). "The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields." *American Sociological Review* 48(2): 147-160.

Peng, M. W., Wang, D. Y. and Jiang, Y. 'Perspective: An Institution-Based View of International Business Strategy: A Focus on Emerging Economies', *Journal of International Business Studies* 39 (2008), pp. 920–993.

### Essential Reading:

Segal-Horn, S. & Faulkner (2010); Understanding Global Strategy, Cengage.

***Please consult the weekly reading list that is released on Blackboard.***



### Indicative Bibliography:

Dicken, P. (2007); Global Shift, Sage.

Foss, N. J., Ed. (1997). Resources, firms, and strategies: a reader in the resource-based perspective. Oxford, Oxford University Press

Grant, R. M. (2010 – 7E). Contemporary Strategy Analysis. John Wiley & Sons.

Ireland, Hoskisson & Hitt (2009, 9E), The Management of Strategy: Concepts and Cases, South-Western CENGAGE Learning

Peng, M. W. (2009). Global Strategic Management, Cengage Learning

### Recommended Journals:

Harvard Business Review  
International Business Review  
Journal of International Business Studies  
Journal of World Business (Colombia)  
Management International Review  
Strategic Management Journal  
Thunderbird International Business Review  
Transnational Corporations