



Title:	Intl Strategies & Org APPROVED
Long Title:	Internationalisation Strategies and Orga
Module Code:	MGMT8009
Credits:	5
NFQ Level:	Advanced
Field of Study:	Business & Management
Valid From:	Semester 2 - 2011/12 (February 2012)
Module Delivered in	4 programme(s)
Module Coordinator:	Claire OSullivan Rochford
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Module Description:	More and more foreign countries are becoming a source of both production and sales for many firms. This module examines the reasons for international business activity, the nature of international business and the various modes used by firms to engage in international business. The module critiques the evolution of firm strategy as part of the internationalization process, plus the countervailing forces that firms are likely to encounter during that process. To address them, the module examines the nature and characteristics of international business, motivations for internationalisation, various entry models available to international business and the strategies and organisation of the multinational firm. Finally, the business functions within multinational enterprises and ethics of international business will be reviewed in some detail.
Learning Outcomes	
<i>On successful completion of this module the learner will be able to:</i>	
LO1	Debate and appraise the impact of ethics and social responsibility on international business activities.
LO2	Assess the reasons for a firm to go international and evaluate the attractiveness of domestic and international markets.
LO3	Formulate and discuss the various forms of strategy in the evolution of the firm's internationalisation efforts.
LO4	Evaluate the importance of business operations and support services to firms seeking to internationalise.
Pre-requisite learning	
Module Recommendations <i>This is prior learning (or a practical skill) that is strongly recommended before enrolment in this module. You may enrol in this module if you have not acquired the recommended learning but you will have considerable difficulty in passing (i.e. achieving the learning outcomes of) the module. While the prior learning is expressed as named CIT module(s) it also allows for learning (in another module or modules) which is equivalent to the learning specified in the named module(s).</i>	
No recommendations listed	
Incompatible Modules <i>These are modules which have learning outcomes that are too similar to the learning outcomes of this module. You may not earn additional credit for the same learning and therefore you may not enrol in this module if you have successfully completed any modules in the incompatible list.</i>	
None	
Co-requisite Modules	
No Co-requisite modules listed	
Requirements <i>This is prior learning (or a practical skill) that is mandatory before enrolment in this module is allowed. You may not enrol on this module if you have not acquired the learning specified in this section.</i>	

None
<i>Co-requisites</i>
No Co Requisites listed

Module Content & Assessment

Indicative Content

Introduction to International Business

Terminology, types of international business, history of international business, Ireland's performance in international markets; why is international business different? Comparison with domestic business. Why engage in international business. International business models. Patterns of international expansion. Forces affecting International Business.

International Trade and Foreign Investment

International trade, foreign investment, reasons for going abroad, researching international markets, screening opportunities, analysing foreign markets.

Strategies for Entering Foreign Markets

Selecting Entry Modes: Exporting, turnkey projects, joint ventures and wholly owned subsidiaries, licensing, franchising. Foreign direct investment and strategic alliances.

International Strategic Management

Challenges of international strategic management. Strategic alternatives, components of international strategy, international strategic management process, levels of international strategies.

Business Operations

Managing Business Functions Internationally: Exporting, Importing and countertrade, Global Manufacturing and Supply Chain, Outsourcing and logistics, R&D, Multinational Accounting and tax functions, The Multinational Finance Function, Human Resource Management

Marketing and international business opportunities

Export marketing defined; Market entry strategies; Export logistics; The mechanics of payment; Transport and documentation, Export support institutions (ITB/Enterprise Ireland, An Bord Bia, Euro Info Centre, Irish Exporters Association); Formulating international marketing plans.

Ethics and Social Responsibility

Ethics in cross-cultural and international contexts, managing ethical behaviour across borders, foundations for responsible behaviour, key issues of globalisation and society, corporate responses to globalisation.

Assessment Breakdown	%
Course Work	100.00%

Course Work				
Assessment Type	Assessment Description	Outcome addressed	% of total	Assessment Date
Written Report	Analysis of case study on ethics and social responsibility in international business	1	25.0	Week 5
Other	In class exam assessing learning outcomes 2,3 and 4	2,3,4	50.0	Week 10
Presentation	Group present an analysis of the evolution of a firm's internationalisation efforts	1,2,3,4	25.0	Sem End

No End of Module Formal Examination

Reassessment Requirement
<p>Repeat examination Reassessment of this module will consist of a repeat examination. It is possible that there will also be a requirement to be reassessed in a coursework element.</p>

The institute reserves the right to alter the nature and timings of assessment

Module Workload

Workload: Full Time				
<i>Workload Type</i>	<i>Workload Description</i>	<i>Hours</i>	<i>Frequency</i>	<i>Average Weekly Learner Workload</i>
Lecture	Delivery of course material and involvement of guest lecturers	3.0	Every Week	3.00
Independent & Directed Learning (Non-contact)	Learner self directed study	4.0	Every Week	4.00
Total Hours				7.00
Total Weekly Learner Workload				7.00
Total Weekly Contact Hours				3.00

This module has no Part Time workload.

Module Resources

Recommended Book Resources

- Charles W.L. Hill, 2009, *International Business*, 6th International Ed., McGraw-Hill [ISBN: 9780071287982]

Supplementary Book Resources

- John Daniels, Lee Radebaugh, Daniel Sullivan, 2009, *International Business*, 11th Ed., Pearson/Prentice Hall [ISBN: 9780135001127]
- Tim Andrews, Nartnalin Chompusri and Bryan Baldwin 2003, *The Changing Face of Multinational Organisations in Southeast Asia.*, Routledge USA [ISBN: 0-415-26095-7]
- John Kline 2005, *Ethics for International Business: Decision making in a global Political Economy*, Routledge USA [ISBN: 0-415-35103-0]
- Ricky Griffin & Michael Pustay, *International Business*, 4th Ed., Pearson Prentice Hall USA [ISBN: 0-13-123017-4]
- Michael R. Czinkota et al 2009, *International Business*, European Ed., Wiley [ISBN: 9780470510292]
- Gillespie, Jeannet & Hennessey 2007, *Global Marketing*, 2nd Ed., Houghton Mifflin USA [ISBN: 0-618-65953-6]
- McFarlin & Sweeney 2006, *International Management: Strategic Opportunities and Cultural Change*, 3rd Ed., Houghton Mifflin USA [ISBN: 0-618-51983-1]
- Charles Hill 2006, *Global Business Today*, 4th Ed., McGraw Hill USA [ISBN: 0-07-111595-1]
- Barlett & Ghoshal 2000, *Text, cases and Readings in Cross Border Management*, 3rd Ed., McGraw Hill USA
- Clarke & Wilson 2009, *International Business*, 1st Ed., McGraw Hill [ISBN: 139780077115852]
- Pervez Ghauri and Philip R. Cateora 2005, *International marketing*, McGraw-Hill Professional Maidenhead [ISBN: 0077108302]
- Masaaki Kotabe, Kristiaan Helsen 2007, *Global marketing management*, 4th Ed., Wiley Hoboken, NJ [ISBN: 0471755273]
- Philip R. Cateora, John L. Graham 2007, *International marketing*, McGraw-Hill/Irwin Boston, Mass. [ISBN: 9780071105941]

Supplementary Article/Paper Resources

- Thomas Hout, Michael Porter & Eileen Rudden 1996, *How Global Companies Win out*, Porter on Competition: A HBR Book, 289-308
- Michael Porter 1996, *Competing Across Locations: Enhancing Competitive Advantage through a Global Strategy*, Porter on Competition: A HBR book, 309-350
- P.J. Buckley & M. C. Casson 1998, *Analysing Foreign Market Entry Strategies: Extending the Internationalisation Approach*, Journal of International Business Studies, Volume 29 Issue 3 3rd Quarter
- Journal *Business Ethics Quarterly*
- Journal *Business Ethics: A European Review*
- Journal *Journal of Business Ethics*

Other Resources

- Website: Irish Trade Board / Enterprise Ireland www.enterprise_ireland.com
- Website: Irish Exporters Association www.irishexporters.ie
- Website: Cork Euro Info Centre www.eic.ie

Module Delivered in

Programme Code	Programme	Semester	Delivery
CR_CARCT_9	<u>Master of Science in Architectural Technical Design</u>	2	Elective
CR_CCOPM_9	<u>Master of Science in Construction Project Management</u>	2	Elective
CR_DINAR_9	<u>Master of Science in Interior Architecture</u>	2	Elective
CR_CCNPM_9	<u>Postgraduate Diploma in Science in Construction Project Management</u>	2	Elective