



University of the
West of England

MODULE SPECIFICATION

Code: UMSCQX-15-M

Title: International Management

Version: 1

Level: M

UWE credit rating: 15

ECTS credit rating: 7.5

Module type: Standard

Owning Faculty: FBL

Field: Strategy & International Business

Valid from: September 2007

Discontinued from:

Contributes towards: MSc International Management

Pre-requisites: None

Co-requisites: None

Excluded combinations: None

Aim of module

This module focuses on the management challenges associated with developing strategies and managing the operations of companies whose activities stretch across national boundaries. We aim to explore the interplay between the multinational corporation, the countries in which it does business, and the competitive environment in which it operates.

This module supports the areas of "Business Policy and Strategy" and "Pervasive Issues", as set out in the QAA Subject Benchmark Statement for *Master's Degrees in Business and Management* (QAA 158 02/07), para 3.9.

Learning outcomes

On successful completion of this module students will be able to:

- Demonstrate a systematic understanding of the challenges of managing across national boundaries
- Demonstrate a critical awareness of current issues in international management
- Apply academic knowledge to the problems of international management
- Analyse and interpret data and information, evaluate their relevance and validity, and generate a synthesis to aid the interpretation of case situations

All the above learning outcomes are formally assessed through both Components A and B of the assessment.

In addition the educational experience may explore, develop, and practise but not formally discretely assess the following:

- Working and learning as a team member
- Working and learning in intercultural and international teams, thereby gaining an appreciation of the complexity and challenges facing managers who operate in an international setting

Syllabus outline

1. Expanding Abroad: Motivations, Means, and Mentalities
2. Understanding the International Context: Responding to Conflicting Environmental Forces
3. Developing Transnational Strategies: Building Layers of Competitive Advantage
4. Developing a Transnational Organization: Managing Integration, Responsiveness, and Flexibility
5. Creating Worldwide Innovation and Learning: Exploiting Cross Border Knowledge Management
6. Engaging in Cross Border Collaboration: Managing across Corporate Boundaries
7. Implementing the Strategy: Building Multidimensional Capabilities
8. The Future of the Transnational: An Evolving Global Role

Teaching and learning methods

- Teaching Strategy – This module will largely be taught by the case study method. Supporting lecturer-led analysis will be provided, but overall this module seeks to ensure that students are autonomous learners and can work in study teams to generate conclusions and solutions from the case material. At the start of the module guidance will be given to students on how to best use the case method as a means of learning.
- Learning Strategy – Students will need to prepare the necessary case material before class (essential reading), and their learning will be enhanced by team discussion prior, during and after the formal class.

The study skills web pages provides support and guidance in a range of areas and specific guidance on information, and especially journal article searching, retrieval and evaluation will be provided within this module. This is in addition to that found in other modules in the programme.

Reading Strategy

- All students will be encouraged to make full use of the print and electronic resources available to them through membership of the University. These include a large range of journals (both print and electronic) and a wide variety of resources available through web sites and information gateways. The University Library's web pages provide access to subject relevant resources and services, and to the library catalogue. Students will be presented with opportunities within the programme curriculum (especially the Dissertation and Research Methods module) and within this module to develop their information retrieval and evaluation skills, in order to identify appropriate resources effectively.
- This module is supported by Blackboard, where students will be able to find all necessary module documentation, to include guidance on Further Reading within the module handbook/outline. Direct links to information resources will also be provided from within Blackboard.
- **Essential reading.** This module has a set textbook and students are expected to purchase it. Other required reading will be provided either in a module resource pack or will be electronically retrievable via Blackboard or from the library directly. The set text is currently:

Christopher Bartlett, Sumantra Ghoshal, Paul Beamish (2007) *Transnational Management: Text and Cases*, 5th edn. McGraw-Hill [ISBN13: 9780071259156, c£42]

The text may be subject to change, student should check with module leader before purchasing.

- **Further reading** – Further Reading will be required to supplement the set textbook and other provided readings (see above). The purpose of this Further Reading is to ensure students are familiar with current research, classic works, and material specific to their interests from the academic – often journal – literature. Suggested Further Reading by topic will be indicated in the module handbook/outline provided at the start of the module. However students are also expected to employ their own initiative and discretion in selecting appropriate Further Reading

that will support their study. It is expected that students will engage with the academic journal literature on this subject, and as such are likely to use articles from some of the following indicative academic journals in their further reading: *Journal of International Business Studies*, *Journal of World Business*, *International Business Review*, *Academy of Management Review*, and *Academy of Management Journal*, as well as using more practitioner focused material found in publications such as the *Harvard Business Review* and the *MIT Sloan Management Review*. Access to all these publications is available through the library, and most are available electronically.

- **Indicative Reading List** – To supplement the guidance on reading given above, the following list is offered to provide students, potential students, validation panels and accrediting bodies with an indication of the type and level of information that those enrolled on the module may be expected to consult. As such, its currency may wane during the life span of the module specification. However, as indicated above, current advice on readings will be available via other more frequently updated mechanisms. All the following books can be found in the UWE library, and the classification number in square brackets follows each reference.

Bartlett, Christopher A. and Ghoshal, Sumantra. (1998) *Managing Across Borders: the transnational solution*. Random House Business [ISBN: 0712680306; 658.001 BAR]

Beamish, Paul W. (2003) *International management: text and cases*. McGraw-Hill [ISBN: 0071151400; 658.18 BEA]

Dicken, Peter. (2007) *Global Shift: Mapping the changing contours of the world economy*. Sage [ISBN: 9 781412929554; 338.09 DIC]

Gooderham, Paul N. (2003) *International management: cross-boundary challenges*. Blackwell [ISBN:0631233423; 658.049 GOO]

Hodgetts, Richard M. and Luthans, Fred. (2002) *International Management: culture, strategy, and behaviour*. McGraw-Hill/Irwin [ISBN: 0071195599; 658.18 HOD]

McFarlin, Dean B. (2005) *International management: strategic opportunities and cultural challenges*. Houghton Mifflin Co [ISBN: 0618519831; 658.049 MAC]

Rugman, Alan M. and Brewer, Thomas L. (2003) *The Oxford Handbook of International Business*. OUP [ISBN: 0199258414; 382 RUG]

Stonehouse, George. (2004) *Global and Transnational Business: strategy and management*. Wiley [ISBN:0470851260; 658.4012 STO]

Tayeb, Monir H. (2003) *International Management: theories and practices*. Financial Times Prentice Hall [ISBN: 0273651277; 658.049 TAY]

Tulder, Rob van. (2006) *International Business-Society Management: linking corporate responsibility and globalization*. Routledge [ISBN: 0415342414; 658.408 TUL]

Assessment

As much of the teaching and learning is based around case analysis, the module will also be assessed directly through case analysis. Formative assessment is provided from the start of the module through the case based classes, as students will prepare and lead case discussion, and hence benefit from class debate and commentary and feedback from the tutor. Summative assessment takes place at the end of the module, and has two components. Component A is a case-based examination, and Component B is a portfolio of case analysis submitted as coursework. Together this assessment will enable students to demonstrate that they have achieved the learning outcomes, and covered the syllabus. Component A, the examination, will also ensure that authenticity of student work.

Specific assessment criteria for both components will be published in the module handbook / outline each year. These will be constructed with reference to the generic *BBS Master's Level Assessment Criteria*, which will also be appended to the module handbook / outline.

Percentage Split

Weighting between components A (controlled component) and B

A: 50% B: 50%

ATTEMPT 1**First Assessment Opportunity****Component A****Description of each element**

1 Examination (2 hours)

Element weighting

100%

Component B**Description of each element**

1 Assignment (2000 words)

Element weighting

100%

Second Assessment Opportunity (further attendance at taught classes is not required)**Component A****Description of each element**

1 Examination (2 hours)

Element weighting

100%

Component B**Description of each element**

1 Assignment (2000 words)

Element weighting

100%

ATTEMPT 2 (OR SUBSEQUENT): Attendance at taught classes is required