

## University of the West of Scotland Module Descriptor

**Session: 2024/25**

Last modified:

Status: Published

**Title of Module: Strategic Mgmt in an International Context**

<b>Code: BUSN11054</b>	<b>SCQF Level: 11</b> (Scottish Credit and Qualifications Framework)	<b>Credit Points: 20</b>	<b>ECTS: 10</b> (European Credit Transfer Scheme)
<b>School:</b>	School of Business & Creative Industries		
<b>Module Co-ordinator:</b>	Zoe Chroni		

**Summary of Module**

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The purpose of this module is to develop student's ability to understand and evaluate the **relationship between strategic analysis, strategic choice and business performance in an international context**. Students explore how external and internal factors influence strategic decisions, and evaluate how strategic choices contribute to an organisation's performance in an increasingly dynamic and hypercompetitive environment.

The module looks at the **phases an organisation may go through as they adopt an international/global strategy**. The module examines the **drivers for internationalisation and the strategic challenges/concerns** that businesses face in an international context. The module introduces the internal/external factors influencing organisational change and considers strategic change management concepts.

Students will become **aware** of the trends and developments in the international economy that shape the business environment and thus the development of international strategies and operations. The module will enable students to **analyse the business environment** and suggest how organisations might manage the internationalisation process. This includes structure, processes, systems and culture needed to be successful. Students will **develop knowledge of the strategic options** open to organisations and this will include strategic alliances, mergers and acquisitions. Students will be expected to be able to assess country attractiveness and evaluate options for international expansion, including market entry strategies.

Strategic Position

International Strategies

Strategic Capabilities

Generic Strategies

Corporate Strategies

Mergers and Acquisition

Strategy Evaluation

**Module Delivery Method**

Face-To-Face	Blended	Fully Online	HybridC	HybridO	Work-based Learning
	✓	✓			
<p><b>Face-To-Face</b> Term used to describe the traditional classroom environment where the students and the lecturer meet synchronously in the same room for the whole provision.</p> <p><b>Blended</b> A mode of delivery of a module or a programme that involves online and face-to-face delivery of learning, teaching and assessment activities, student support and feedback. A programme may be considered “blended” if it includes a combination of face-to-face, online and blended modules. If an online programme has any compulsory face-to-face and campus elements it must be described as blended with clearly articulated delivery information to manage student expectations</p> <p><b>Fully Online</b> Instruction that is solely delivered by web-based or internet-based technologies. This term is used to describe the previously used terms distance learning and e learning.</p> <p><b>HybridC</b> Online with mandatory face-to-face learning on Campus</p> <p><b>HybridO</b> Online with optional face-to-face learning on Campus</p> <p><b>Work-based Learning</b> Learning activities where the main location for the learning experience is in the workplace.</p>					

Campus(es) for Module Delivery						
The module will <b>normally</b> be offered on the following campuses / or by Distance/Online Learning: (Provided viable student numbers permit)						
Paisley:	Ayr:	Dumfries:	Lanarkshire:	London:	Distance/Online Learning:	Other:
✓			✓		✓	✓

Term(s) for Module Delivery					
(Provided viable student numbers permit).					
Term 1	✓	Term 2	✓	Term 3	✓

Learning Outcomes: (maximum of 5 statements)
<p>On successful completion of this module the student will be able to:</p> <p>L1. Demonstrate an understanding of the strategic management process and why organizations develop international strategies.</p> <p>L2. Critically examine the business environment and how it impacts on international strategic management.</p> <p>L3. Generate and critically evaluate strategic options.</p> <p>L4. Apply strategic management concepts to contemporary business cases and situations.</p> <p>L5. Present research findings and knowledge gained in professional manners.</p>

Employability Skills and Personal Development Planning (PDP) Skills

<b>SCQF Headings</b>	During completion of this module, there will be an opportunity to achieve core skills in:
Knowledge and Understanding (K and U)	SCQF Level 11. Demonstrate a broad and integrated knowledge of the main areas of international strategic management  Demonstrate a critical understanding of the theories and principles of

	<p>international strategic management</p> <p>Show an extensive and critical knowledge of some specialised areas of international strategic management</p>
Practice: Applied Knowledge and Understanding	<p>SCQF Level 11.</p> <p>Use a range of skills and techniques as appropriate to the discipline.</p> <p>Applying a range of techniques of enquiry and research.</p> <p>Planning and executing the analysis and presentation of the findings of a case study</p>
Generic Cognitive skills	<p>SCQF Level 11.</p> <p>Applying critical analysis and evaluation to some issues in international strategic management</p> <p>Identifying, abstracting, responding creatively to theoretical and practical issues</p> <p>Critically reviewing and extending knowledge; and making informed judgements when information is inconsistent or incomplete</p>
Communication, ICT and Numeracy Skills	<p>SCQF Level 11.</p> <p>Communicating effectively to a range of audiences, including peers and tutors</p> <p>Using a wide range of software packages to support and enhance learning</p> <p>Critically evaluating a wide range of numerical and graphical data as appropriate</p>
Autonomy, Accountability and Working with others	<p>SCQF Level 11.</p> <p>Exercising substantial autonomy and initiative in studies</p> <p>Taking responsibility for own work and the work of others in group work</p> <p>Dealing with complex ethical issues raised in international strategic management</p>

<b>Pre-requisites:</b>	Before undertaking this module the student should have undertaken the following:	
	<b>Module Code:</b>	<b>Module Title:</b>
	<b>Other:</b>	
<b>Co-requisites</b>	<b>Module Code:</b>	<b>Module Title:</b>

\* Indicates that module descriptor is not published.

<b>Learning and Teaching</b>	
<b>Learning Activities</b> During completion of this module, the learning activities undertaken to achieve the module learning outcomes are stated below:	<b>Student Learning Hours</b> (Normally totalling 200 hours): (Note: Learning hours include both contact hours and hours spent on other learning activities)
Lecture/Core Content Delivery	24
Tutorial/Synchronous Support Activity	12
Independent Study	164
	200 Hours Total

**\*\*Indicative Resources: (eg. Core text, journals, internet access)**

The following materials form essential underpinning for the module content and ultimately for the learning outcomes:

Johnson, G., Scholes, K and Whittington, R (Current Edition), Exploring Strategy, Harlow, Prentice Hall.

\*Details of further resources, including textbooks, journals and online resources, will be identified at the beginning of each delivery in the module handbook, and made available via Moodle

(\*\*N.B. Although reading lists should include current publications, students are advised (particularly for material marked with an asterisk\*) to wait until the start of session for confirmation of the most up-to-date material)

### Engagement Requirements

In line with the Academic Engagement Procedure, Students are defined as academically engaged if they are regularly engaged with timetabled teaching sessions, course-related learning resources including those in the Library and on the relevant learning platform, and complete assessments and submit these on time. Please refer to the Academic Engagement Procedure at the following link: [Academic engagement procedure](#)

### Supplemental Information

<b>Programme Board</b>	Management, Organisations & People
<b>Assessment Results (Pass/Fail)</b>	No
<b>Subject Panel</b>	Management, Organisations & People
<b>Moderator</b>	Dr Tom Keegan
<b>External Examiner</b>	David Bolton
<b>Accreditation Details</b>	
<b>Changes/Version Number</b>	2.08 No changes required to main content but learning outcomes streamlined.

### Assessment: (also refer to Assessment Outcomes Grids below)

Group Presentation 30%

Individual case study 70%

(N.B. (i) **Assessment Outcomes Grids** for the module (one for each component) can be found below which clearly demonstrate how the learning outcomes of the module will be assessed.

(ii) An **indicative schedule** listing approximate times within the academic calendar when assessment is likely to feature will be provided within the Student Handbook.)

### Assessment Outcome Grids (Footnote A.)

<b>Component 1</b>							
<b>Assessment Type (Footnote B.)</b>	<b>Learning Outcome (1)</b>	<b>Learning Outcome (2)</b>	<b>Learning Outcome (3)</b>	<b>Learning Outcome (4)</b>	<b>Learning Outcome (5)</b>	<b>Weighting (%) of Assessment Element</b>	<b>Timetabled Contact Hours</b>
Presentation	✓	✓			✓	30	0

## Component 2

Assessment Type (Footnote B.)	Learning Outcome (1)	Learning Outcome (2)	Learning Outcome (3)	Learning Outcome (4)	Learning Outcome (5)	Weighting (%) of Assessment Element	Timetabled Contact Hours



Case study			✓	✓	✓	70	0
<b>Combined Total For All Components</b>						100%	0 hours

#### Footnotes

A. Referred to within Assessment Section above

B. Identified in the Learning Outcome Section above

#### Note(s):

1. More than one assessment method can be used to assess individual learning outcomes.
2. Schools are responsible for determining student contact hours. Please refer to University Policy on contact hours (extract contained within section 10 of the Module Descriptor guidance note).  
This will normally be variable across Schools, dependent on Programmes &/or Professional requirements.

#### Equality and Diversity

In accordance with the University's Single Equality Scheme every effort will be made to accommodate any equality and diversity issues brought to the attention of the school. The learning activities in this module include a spoken presentation for which appropriate support can be provided as required.

[UWS Equality and Diversity Policy](#)

(N.B. Every effort will be made by the University to accommodate any equality and diversity issues brought to the attention of the School)