**Module Descriptor**

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| **Title** | Strategic Management in an International Context | | |
| **Session** | 2026/27 | **Status** | Approved |
| **Code** | BUSN11054 | **SCQF Level** | 11 |
| **Credit Points** | 20 | **ECTS (European Credit Transfer Scheme)** | 10 |
| **School** | **Business and Creative Industries** | | |
| **Module Co-ordinator** | I Koswatte | | |

**Summary of Module**


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** | **On-Campus[1]** | **Hybrid[2]** | **Online[3]** | **Work-Based Learning[4]** |
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| | ☒ | ☐ | | ☐ |

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| **Campuses for Module Delivery** | ☐ Ayr<br>☐ Dumfries | Lanarkshire<br>☐ London<br>☒ Paisley | ☐ Online / Distance Learning<br>☐ Other (specify) |

[1] Where contact hours are synchronous/live and take place fully on campus. Campus-based learning is focused on providing an interactive learning experience supported by a range of digitally-enabled asynchronous learning opportunities including learning materials, resources, and opportunities provided via the virtual learning environment. On-campus contact hours will be clearly articulated to students.

[2] The module includes a combination of synchronous/live on-campus and online learning events. These will be supported by a range of digitally-enabled asynchronous learning opportunities including learning materials, resources, and opportunities provided via the virtual learning environment. On-campus and online contact hours will be clearly articulated to students.

[3] Where all learning is solely delivered by web-based or internet-based technologies and the participants can engage in all learning activities through these means. All required contact hours will be clearly articulated to students.

[4] Learning activities where the main location for the learning experience is in the workplace. All required contact hours, whether online or on campus, will be clearly articulated to students

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| **Terms for Module Delivery** | Term 1 | ☒ | Term 2 | ☒ | Term 3 | ☒ |
| **Long-thin Delivery over more than one Term** | Term 1 – Term 2 | ☐ | Term 2 – Term 3 | ☐ | Term 3 – Term 1 | ☐ |

| **Learning Outcomes** | |
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| **L1** | Demonstrate an understanding of the strategic management process and why organizations develop international strategies. |
| **L2** | Critically examine the business environment and how it impacts on international strategic management |
| **L3** | Generate and critically evaluate strategic options. |
| **L4** | Apply strategic management concepts to contemporary business cases and situations |
| **L5** | Present research findings and knowledge gained in professional manners. |

| **Employability Skills and Personal Development Planning (PDP) Skills** | |
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| **SCQF Headings** | **During completion of this module, there will be an opportunity to achieve core skills in:** |
| **Knowledge and Understanding (K and U)** | **SCQF 11**<br>Demonstrate a broad and integrated knowledge of the main areas of international strategic management.<br>Demonstrate a critical understanding of the theories and principles of international strategic management.<br>Show an extensive and critical knowledge of some specialised areas of international strategic management |
| **Practice: Applied Knowledge and Understanding** | **SCQF 11**<br>Use a range of skills and techniques as appropriate to the discipline.<br>Applying a range of techniques of enquiry and research.<br>Planning and executing the analysis and presentation of the findings of a case study |

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| **Generic Cognitive skills** | **SCQF 11**<br>Applying critical analysis and evaluation to some issues in international strategic management.<br>Identifying, abstracting, responding creatively to theoretical and practical issues<br>Critically reviewing and extending knowledge; and making informed judgements when information is inconsistent or incomplete |
| **Communication, ICT and Numeracy Skills** | **SCQF 11**<br>Communicating effectively to a range of audiences, including peers and tutors Using a wide range of software packages to support and enhance learning<br>Critically evaluating a wide range of numerical and graphical data as appropriate. |

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| **Autonomy, Accountability and Working with Others** | **SCQF 11**<br>Exercising substantial autonomy and initiative in studies<br>Taking responsibility for own work and the work of others in group work<br>Dealing with complex ethical issues raised in international strategic management |

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| **Prerequisites** | **Module Code** | **Module Title** |
| | **Other** | |
| **Co-requisites** | **Module Code** | **Module Title** |

| **Learning and Teaching** | |
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| In line with current learning and teaching principles, a 20-credit module includes 200 learning hours, normally including a minimum of 36 contact hours and maximum of 48 contact hours. | |
| **Learning Activities**<br>During completion of this module, the learning activities undertaken to achieve the module learning outcomes are stated below: | **Student Learning Hours**<br>(Note: Learning hours include both contact hours and hours spent on other learning activities) |
| Laboratory / Practical Demonstration / Workshop | 36 |
| Asynchronous Class Activity | |
| Independent Study | 164 |
| Please select | |
| Please select | |
| Please select | |
| **TOTAL** | 200 |

| **Indicative Resources** |
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| **The following materials form essential underpinning for the module content and ultimately for the learning outcomes:**<br><br>Johnson, G., Scholes, K and Whittington, R (2020), Exploring Strategy, Harlow, Prentice Hall.<br>Please ensure the list is kept short and current. Essential resources should be included, broader resources should be kept for module handbooks / Aula VLE.<br><br>Resources should be listed in Right Harvard referencing style or agreed professional body deviation and in alphabetical order. |
| **(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)** |

| **Attendance and Engagement Requirements** |
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| **In line with the Student Attendance and Engagement Procedure, Students are academically engaged if they are regularly attending and participating in timetabled on-campus and online teaching sessions, asynchronous online learning activities, course-related learning resources, and complete assessments and submit these on time.**<br><br>**For the purposes of this module, academic engagement equates to the following:**<br><br>Module attendance<br><br>Submission of assessments<br><br>Assigned reading/tasks<br><br>Classroom participation |

| **Equality and Diversity** |
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| **The University's Equality, Diversity and Human Rights Procedure can be accessed at the following link: UWS Equality, Diversity and Human Rights Code.** |
| **(N.B. Every effort will be made by the University to accommodate any equality and diversity issues brought to the attention of the School)** |

**Supplemental Information**

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| **Divisional Programme Board** | **Management, Organisations People** |
| **Overall Assessment Results** | ☐ **Pass / Fail** ☒ **Graded** |
| **Module Eligible for Compensation** | ☐ **Yes** ☒ **No**<br>**If this module is eligible for compensation, there may be cases where compensation is not permitted due to programme accreditation requirements. Please check the associated programme specification for details.** |
| **School Assessment Board** | Management, Organisations & People |
| **Moderator** | Y Ding |
| **External Examiner** | D Bolton |
| **Accreditation Details** | |
| | ☐ **Yes** ☒ **No** |

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| **Module Appears in CPD catalogue** | |
| **Changes / Version Number** | 3 |

| **Assessment (also refer to Assessment Outcomes Grids below)** |
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| **Assessment 1** |
| Presentation |
| **Assessment 2** |
| Case study |
| **Assessment 3** |
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| (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.<br>(ii) An indicative schedule listing approximate times within the academic calendar when assessment is likely to feature will be provided within the Student Module Handbook.) |

| **Component 1** | | | | | | | |
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| **Assessment Type** | **LO1** | **LO2** | **LO3** | **LO4** | **LO5** | **Weighting of Assessment Element (%)** | **Timetabled Contact Hours** |
| Presentation | ☒ | ☒ | ☐ | ☐ | ☒ | 30 | |

| **Component 2** | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Assessment Type** | **LO1** | **LO2** | **LO3** | **LO4** | **LO5** | **Weighting of Assessment Element (%)** | **Timetabled Contact Hours** |
| Case study | ☐ | ☐ | ☒ | ☒ | ☒ | 70 | 0 |

| **Component 3** | | | | | | | |
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| **Assessment Type** | **LO1** | **LO2** | **LO3** | **LO4** | **LO5** | **Weighting of Assessment Element (%)** | **Timetabled Contact Hours** |
| | ☐ | ☐ | ☐ | ☐ | ☐ | | |
| **Combined total for all components** | | | | | | 100% | hours |

**Change Control**

| What | When | Who |
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