



C E M I

CENTRAL EUROPEAN MANAGEMENT INSTITUTE

Syllabus for the Global Business Leadership programme

Study module name:	Global Policy and Strategy	
Study module code:	GBL_GPS 1	
Lecturer:	Isobel Cunningham	

Aim of the MBA study module:

The primary aim of this MBA module is to develop an understanding of the strategic management of an enterprise engaged in international business. This includes understanding how the competitive position of a firm is devised based on analysing structure, country-based sources of advantage and their distinctive competencies. Further, translating strategy into organisation action requires understanding the advantages and disadvantages of the many organisational forms and processes that may be used to attain the desired competitive position. The secondary aims are to (1) develop an understanding of the international business that integrates specific functional activities comprising the firm and (2) provide the opportunity to further develop analytical skills and decision-making in situations characterized by uncertainty and complexity.

Content of the MBA study module:

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

- Understand the catalysts for international expansion, including country, industry, and firm influences.
- Understand unique management issues that confront international business units.
- Analyse different competitive strategies in globalising industries.
- Understand the process of international expansion generically.
- Examine how changes in strategy create organisational tension, especially in headquarter-subsidary relations.
- Analyse historical globalisation patterns in strategic industries.
- Assess strategies needed to compete internationally.

Chapter 1: Global Policy and Strategy – Module Overview

Learning Outcomes:

- Introduction to students, staff and module.
- Understand the teaching and assessment requirements to successfully complete the Global Policy and Strategy Module over the next 12 weeks.
- Reflect on your previous knowledge of business strategy.
- Consider what business strategy means in an international context.
- Identify a multinational corporation and review its corporate plan.

Chapter 2: Global Environment

Learning Outcomes:

- Explain the different political, economic and legal systems.
- Illustrate the implications of these systems for international business.
- Outline the determinants of economic development.
- Discuss the relationship between – democracy and development.
- Explain the significance of national cultures and subcultures within nations.
- Evaluate the cultural role of religion and its influence on the practice of business.



Chapter 3: Global Strategy and Sources of Competitive Advantage

Learning Outcomes:

- Define the components of new trade theory.
- Describe the implication of new trade theory for business and government.
- Discuss and apply the theory of National competitive advantage.
- Explain the basis for strategic trade policy.

International Strategy Formulation:

Learning Outcomes:

- Understand the meaning of strategy for firms within an international context.
- Suggest the reasons why firms may decide to enter international business.
- Discuss the important of value creation within an international context.
- Identify the benefits from international strategies.
- Outline the basic strategies undertaken by MNEs, and specifically focus on how they relate to the needs for local responsiveness and cost minimization.

Chapter 4: Strategic Initiatives for Global Growth

Learning Outcomes

- Evaluate the criteria that firms use to select foreign markets for international growth.
- Outline the importance of timing of entry and scale of entry for the firm.
- Define and list the advantages and disadvantages of the six market entry modes.
- Define and describe the benefits and challenges associated with acquisitions versus Greenfield ventures.
- Analyse the benefits and challenges of strategic alliances.

Chapter 5: International Strategy Implementation

Learning Outcomes:

- Discuss the complexity and identify the challenges associated with strategy implementation.
- Understand the importance of staff communications in strategy implementation.
- Identify the linkages between strategy implementation and organisational structure.
- Evaluate four stages of corporate development.
- Explain the role of business re-engineering in strategy implementation.
- Analyse the implications for international business when implementing strategy.

Chapter 6: International Strategy for MNCs

Learning Outcomes:

- Discuss the selection of an optimal manufacturing location based on country factors, technological factors and product factors.
- Illustrate the advantages, disadvantages, and problems associated with coordinating a tightly linked global manufacturing system.
- Examine how some market segments transcend national borders, while in other situations the structure of market segments differs significantly across countries.
- Understand the factors that cause firms to alter the marketing mix across countries.
- Discuss issues related to the location of R&D facilities and linking marketing and R&D in new product development.
- Identify the issues and problems with expatriate staffing and highlight guidelines relating to the performance appraisal of expatriates.
- Suggest some actions for managerial training and development for international firms.



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Mandatory literature:

Online study materials prepared by the lecturer.

Recommended literature and other sources:

Hunger, J. David, 1941- - Essentials of strategic management / J. David Hunger and Thomas L. Wheelen - 5th ed., International ed. - . - Boston, [Mass.]; London : Prentice Hall, 2011

Hill, Charles W. L. - International business: competing in the global marketplace / Charles W.L. - 9th ed., Global ed. - . - New York: McGraw-Hill Irwin, 2012. Earlier editions are also available

Banalieva, E and Dhanaraj, C (2013) Home region orientation in international expansion strategies, Journal of International Business Studies, 44, 89- 116

Hunger, J. D and Wheelen, T.L (2011) Essential of strategic management, 5th edition, Prentice Hall

Yu, T, Subramaniam, M and Cannella, A.A (2013) Competing globally, allying locally: Alliances between global rivals and host country factors, Journal of International Business Studies, 44, 117-137

Ghoshal, S (1987) Global Strategy; An organising framework, Strategic Management Journal, Vol 8, Iss 5, pg 425-440