

## H7GMNE: Global Competitiveness and the MNE

<b>Module Code:</b>	H7GMNE
<b>Long Title</b>	Global Competitiveness and the MNE <b>APPROVED</b>
<b>Title</b>	Global Competitiveness and the MNE
<b>Module Level:</b>	LEVEL 7
<b>EQF Level:</b>	6
<b>EHEA Level:</b>	First Cycle
<b>Credits:</b>	5
<b>Module Coordinator:</b>	FABIAN ARMENDARIZ- CORDOVA
<b>Module Author:</b>	FABIAN ARMENDARIZ- CORDOVA
<b>Departments:</b>	School of Business
<b>Specifications of the qualifications and experience required of staff</b>	
<b>Learning Outcomes</b>	
<i>On successful completion of this module the learner will be able to:</i>	
<b>#</b>	<b>Learning Outcome Description</b>
LO1	Visualise the cross-border interrelationships between the various functional areas of multinational enterprises (MNE) business activity.
LO2	Investigate the motives behind MNEs internationalisation efforts.
LO3	Assess the logic behind strategic avenues followed by MNEs in pursue of International or global expansion.
LO4	Determine how MNEs provide value to international markets to gain competitive advantage.
<b>Dependencies</b>	
<b>Module Recommendations</b>	
No recommendations listed	
<b>Co-requisite Modules</b>	
No Co-requisite modules listed	
<b>Entry requirements</b>	

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Module Content & Assessment	
<b>Indicative Content</b>	
<p><b>The Internationalisation Process</b> Internationalisation methods (foreign markets entry modes). Eclectic Theory (Ownership specific advantage, Location specific advantage, Internalisation). Sequential Theory (Uppsala Model) Simultaneous Theory. Network Theory. International Product Life Cycle. National sources of competitive advantage.</p>	
<p><b>The Multinational Enterprise (MNE)</b> The role of the MNE in the global economy. Resources, Competitive advantage and Growth. Organisational Structures. Knowledge Management.</p>	
<p><b>International Strategy</b> Generic business-level international strategies. Generic corporate-level international strategies. Regional strategies for global leadership. Strategic Renewal. Cooperative strategy.</p>	
<b>Assessment Breakdown</b>	<b>%</b>
Coursework	100.00%
<b>Assessments</b>	
<b>Full Time</b>	
<b>Coursework</b>	
<p><b>Assessment Type:</b> Practical</p> <p><b>Assessment Date:</b> n/a</p> <p><b>Non-Marked:</b> No</p> <p><b>Assessment Description:</b> For the purpose of continuous feedback, and to promote engagement with the course content, a number of short assignments based on in-class activities are set throughout the term. This could include quizzes, on-line collaborative work, on-line research, infographic/poster design, map annotation, short presentations, etc. Students will be marked and feedback will be provided for each one such activity.</p>	<p><b>% of total:</b> 50</p> <p><b>Outcome addressed:</b> 1,2,3,4</p>
<p><b>Assessment Type:</b> Essays (0120)</p> <p><b>Assessment Date:</b> n/a</p> <p><b>Non-Marked:</b> No</p> <p><b>Assessment Description:</b> The purpose of these assignments is that students analyse a real life situation of a given organisation (case study) in terms of the international context surrounding it. Students must review, critically analyse and synthesise at least all the readings suggested in the reading list. Ideally, students should go beyond such reading list and source complementary materials. Students must ensure that their arguments integrate the theoretical framework from the readings and lectures with the evidence from the case study. They should source additional up-to-date secondary data about the company and/or the event in question, where possible, to support the analysis.</p>	<p><b>% of total:</b> 50</p> <p><b>Outcome addressed:</b> 1,2,3,4</p>
No End of Module Assessment	
No Workplace Assessment	
<b>Reassessment Requirement</b>	
<p><b>Repeat examination</b> <i>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.</i></p>	

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<b>Module Workload</b>				
<b>Module Target Workload Hours 0 Hours</b>				
<b>Workload: Full Time</b>				
<i>Workload Type</i>	<i>Workload Description</i>	<i>Hours</i>	<i>Frequency</i>	<i>Average Weekly Learner Workload</i>
Lecture	No Description	2	Every Week	2.00
Tutorial	No Description	1	Every Week	1.00
Independent Learning	No Description	7.5	Every Week	7.50
Total Weekly Contact Hours				3.00

Module Resources	
<i>Recommended Book Resources</i>	
<p>Mike W. Peng and Klaus E. Meyer.. International business, ; Cengage Learning, [ISBN: 9781408019566].</p> <p>Henk Volberda, Robert Morgan, Patrick Reinmoeller, Michael A. Hitt, R. Duane Ireland. Strategic Management: Competitiveness &amp; Globalisation, Cengage Learning Business Press, p.816, [ISBN: 9781408019184].</p>	
<i>Recommended Article/Paper Resources</i>	
<p>Levitt, T. (1983), 'The globalization of markets', Harvard Business Review, 61.</p> <p>Morgan, R.E. Katsikeas, C.S.. (1997), Theories of international trade, foreign direct investment and firm internationalization: a critique, Management Decision, 35.</p> <p>Porter, M. E.. (1990), The competitive advantage of nations, Harvard Business Review, 68 (2).</p> <p>Kaplan, R. S. Norton, D. P. and Rugelsjoen, B.. (2010), Managing alliances with balanced scorecards, Harvard Business Review, 88 (January).</p> <p>Ghemawat, P.. (2005), Regional strategies for global leadership, Harvard Business Review, 83 (12).</p>	
<i>Other Resources</i>	
<p>[website], Investors relations and/or corporate websites.</p> <p>[Periodicals], Practitioners oriented publications such as: Harvard Business Review, AOM Perspectives, California Management Review, McKinsey Quarterly, etc..</p> <p>[Video], TED talks, iTunes U.</p> <p>[Data bases], Sources of secondary data, industry reports, demographics, market research, etc..</p>	
Discussion Note:	