

## Overview

Nearly every business today, both large and small, has global relevancy. Leaders at all levels must understand how a business can be global and gain a broader competitive advantage. In this module, learners will learn about strategizing in an international context, managing and leading within a global environment, multinational strategies and structures, foreign market entry, and becoming a savvy global strategist.

This module is intended as a review of the key concepts, fundamentals, and foundations of the discipline.

## Learners

This module is designed for learners who require an overview of the discipline. The module is commonly used in an academic leveling (transition to graduate education) or business review (capstone) course or program.

## Module Authors

The author for this module is Peregrine Global Services, which is headquartered in Gillette, Wyoming. It includes materials from a variety of sources as indicated within the module.

## Learning Outcomes

The learning outcomes for the module are as follows. With the completion of this module, learners should be able to:

1. Explain global perspectives on markets and products.
2. Describe the components of global thinking.
3. Discuss the considerations of industry, resource, and institutions on global markets.
4. Identify what determines the success or failure of firms around the globe.
5. Define institutional structures and leadership in global terms.
6. Recognize the impact of cultures and management styles on MNEs.
7. Review the importance of global thinking and planning as a foundation for firm growth.
8. Apply global strategies to business decisions.
9. Recognize the significance of a multi-pronged approach to planning and executing good business practices in the global business world.

10. Explain the necessity to overcome the liability of foreignness.
11. Review the comprehensive model of foreign market entries.
12. Describe the quest for location-specific advantages with strategic goals.
13. Recognize first and late mover advantages.
14. Describe specific steps for foreign market entries.
15. Explain product diversification and geographic diversification.
16. Review the comprehensive model of diversification.
17. Describe the motives and performance of acquisitions.
18. Discuss the impact of restructuring.

### Curriculum

<u>Section</u>	<u>Topics</u>
Section 1: Strategizing Around the Globe	<ul style="list-style-type: none"> <li>• Why Study Global Strategy?</li> <li>• What Is Strategy?</li> <li>• Fundamental Questions in Strategy</li> <li>• What Is Global Strategy?</li> <li>• What Is Globalization?</li> <li>• Global Strategy and Globalization at a Crossroads</li> </ul>
Section 2: Managing Global Competitive Dynamics	<ul style="list-style-type: none"> <li>• Strategy as Action</li> <li>• Industry-Based Considerations</li> <li>• Resource-Based Considerations</li> <li>• Institution-Based Considerations</li> <li>• Attack and Counterattack</li> <li>• Cooperation and Signaling</li> <li>• Local Firms Versus Multinational Enterprises</li> </ul>

	<ul style="list-style-type: none"> <li>• Debates and Extensions</li> <li>• The Savvy Strategist</li> </ul>
Section 3: Strategizing, Structuring, and Learning Around the World	<ul style="list-style-type: none"> <li>• Multinational Strategies and Structures</li> <li>• A Comprehensive Model of Multinational Strategy, Structure, and Learning</li> <li>• Worldwide Learning, Innovation, and Knowledge Management</li> <li>• Debates and Extensions</li> <li>• The Savvy Strategist</li> </ul>
Section 4: Entering Foreign Markets	<ul style="list-style-type: none"> <li>• Overcoming the Liability of Foreignness</li> <li>• Understanding the Propensity to Internationalize</li> <li>• A Comprehensive Model of Foreign Market Entries</li> <li>• Where to Enter?</li> <li>• When to Enter?</li> <li>• How to Enter?</li> <li>• Debates and Extensions</li> <li>• The Savvy Strategist</li> </ul>
Section 5: Diversifying, Acquiring, and Restructuring	<ul style="list-style-type: none"> <li>• Product Diversification</li> <li>• Geographic Diversification</li> <li>• Combining Product and Geographic Diversification</li> <li>• A Comprehensive Model of Diversification</li> <li>• Acquisitions</li> <li>• Restructuring</li> <li>• Debates and Extensions</li> <li>• The Savvy Strategist</li> </ul>

### Assessment

The module includes section quizzes and short exercises to ensure understanding of the instructional content. The module also includes a 20-question pre-test and post-test. The pre-test captures the learner’s baseline knowledge, and the post-test ensures that learners have grasped the concepts needed for success.

### Hours and Articulation

Learner hours are shown in the following table. The hours are based on both the time within the module and time away from the module conducting application activities.

<u>Section</u>	<u>Hours</u>
Pre-test	0.25
Section 1: Strategizing Around the Globe	0.50
Section 2: Managing Global Competitive Dynamics	1
Section 3: Strategizing, Structuring, and Learning Around the World	1
Section 4: Entering Foreign Markets	1
Section 5: Diversifying, Acquiring, and Restructuring	1
Post-test	0.25
<b>Total Hours</b>	<b>5</b>