

After the country analysis and introduction to international business in block 1, in block 2 you will learn more about how organizations are being managed in such an international environment.

How do they realize their strategic objectives best while taking into account many external and internal factors that influence their strategy and activities? What's the best strategy for (further) international expansion? You will actually choose an organization that you're interested in to describe and assess the main topics as mentioned below in the skills part of this block (i.e. the project: "organization analysis and entry strategy").

This module covers questions like:

- What's the impact of the external (macro and meso) environment on an organization? E.g. the effect of national culture, technology, competitors or customers.
- How can organizations achieve their strategic objectives? E.g. the optimal structure, culture, leadership & management style and way to increase effectiveness of individuals, groups and teams?
- How can performance of employees be enhanced by relevant HRM policies and practices? E.g. motivation and rewards, recruitment & retention. What is the effect of operating internationally on these topics?
- Which entry strategy can an organization follow best when operating or expanding abroad? E.g. the timing and mode of entry.
- What's the financial performance of an organization like, when focusing on type and flow of costs? How to undertake a break-even analysis to choose the best (internationalization) strategy?

Module learning outcomes:

- Describe the impact of the external macro and meso environment on organizations
- Assess the organization's effectiveness regarding strategic cycle, culture, structure, groups & teams, leadership & management and performance management
- Evaluate relevant HR policies and practices for the further development of organizations
- Describe relevant internationalization factors such as cross cultural management, firms' resources and capabilities and entry strategies
- Evaluate the financial performance of the organization (describe the cost types and flows)

Specific objectives per topic:

- Organizations & People: assessment of a company's ability to realize it's international strategic objectives (tools and project).
- Finance & Accounting: application of the concepts of type and flow of costs in organizations (tools).

Aligned topics in the skills part of this block (module: organization analysis and entry strategy; see the separate module description).

- Research: application of quantitative research methods to solve a business problem (skills/project).
- LPD: identifying to what extent there is a 'fit' between the individual and any given organization (skills/project)
- IBC: preparing and conducting job interviews (applicant's and recruiter's perspective); writing CV's and motivation letters and reviewing job descriptions (skills/project).

Teaching format:

Various methods will be used. E.g. in class assignments and case studies and a business game. In the skills part of this block, you'll apply the tools as described above in the project in which you actually assess your focal company on the various elements which contribute to the realization of their international strategic objectives.