



Waterford Institute of Technology

MBS Internationalisation (MBSI)

Detailed Student Prospectus

Introduction

The MBS Internationalisation (MBSI) focuses on the growing international dimension of the business environment and represents an innovative and unique programme of study to the South East of Ireland. It is aimed at highly motivated individuals who are seeking to develop and orient their careers internationally. Graduates will have the skills to manage the challenges and opportunities presented by the increasingly internationalised business environment. The course aims to provide an understanding of the complex, integrated functional operations that are at the heart of modern international business enterprises.

The MBSI is a full time academic programme designed to create a critical mindset and provide the analytical framework appropriate for the graduate of such a programme. The year begins with a one week Induction phase, followed by a first semester where students take International Strategy, Strategic Finance, International Economic Environment and Foreign Direct Investment as core subjects. The second semester will again have Marketing & International Business, International Political Environment and International Business Negotiations as core subjects. The student must also take either Intercultural Environment or International Business Relationships & Networks. The second semester will also facilitate the commencement of the mandatory research paper phase that builds upon the Research Methods module from the first semester. There is an emphasis on self-directed learning. The programme also facilitates learning through the use of case studies, elective choices, dissertation process and specific mandatory modules. Notably students will have the opportunity to study in France as part of the Double Degree agreement with ESC BRETAGNE Brest in France.

The course reflects the changing dynamics of the Irish economy and society on the one hand, and the education market on the other. Two particularly important changes are the drive toward more internationally-focussed programmes at managerial level and the changing nature of the student profile entering and continuing in education.

The potential career paths for those graduating from the MBS Internationalisation are many and diverse including opportunities in both the private and public sectors namely in business development, financial services, international marketing, brand management, analysts' roles and in the educational sector. The career path chosen by course participants can be enhanced by the research focus adopted for their research paper series.

The Programme

The Department of Graduate Business continually seeks to lead change and innovation in providing challenging and insightful modules to enrich the students' learning experience. This ambition operates at both the level of programme provision and also at the level of new modules and modes of delivery. The programme serves and targets a market distinct from our other programmes.

Devised to cater for those who wish to pursue a full-time programme with a specific focus on international business and management issues, it appeals to a wide cohort of applicants - not only from WIT and other Irish third level graduates - but also international candidates from around the world.

In the contemporary economic environment, business is increasingly operating within an integrated international framework. For all small and medium-sized enterprises – and large companies - it is necessary to transcend the national framework to fully realize the benefits of the wider global opportunities provided by increased trade and capital liberalization. Simultaneously, in the contemporary education environment, there is an increasing need to meet the desires of students to attain high quality, industry relevant knowledge and skills at postgraduate level.

International Study

ESC Bretagne Brest, France – Double Degree

A new element of the MBSI programme for 2011 is the development of a Double Degree between WIT Waterford and ESC BRETAGNE Brest. Under this new structure, students registered on the MBSI at WIT will work closely with students on the Master of International Business programme at ESC BRETAGNE Brest. This will involve both joint study and research activity – with two taught modules being delivered to the combined student cohorts – one module in France and one module in Waterford. A third taught module will be shared via video link. The 3 Paper Research Series will also have an over-arching research panel drawn from WIT and ESC.

As a result of the level of joint study and research involved, students on both programmes will receive degrees from both colleges – a Double Degree.

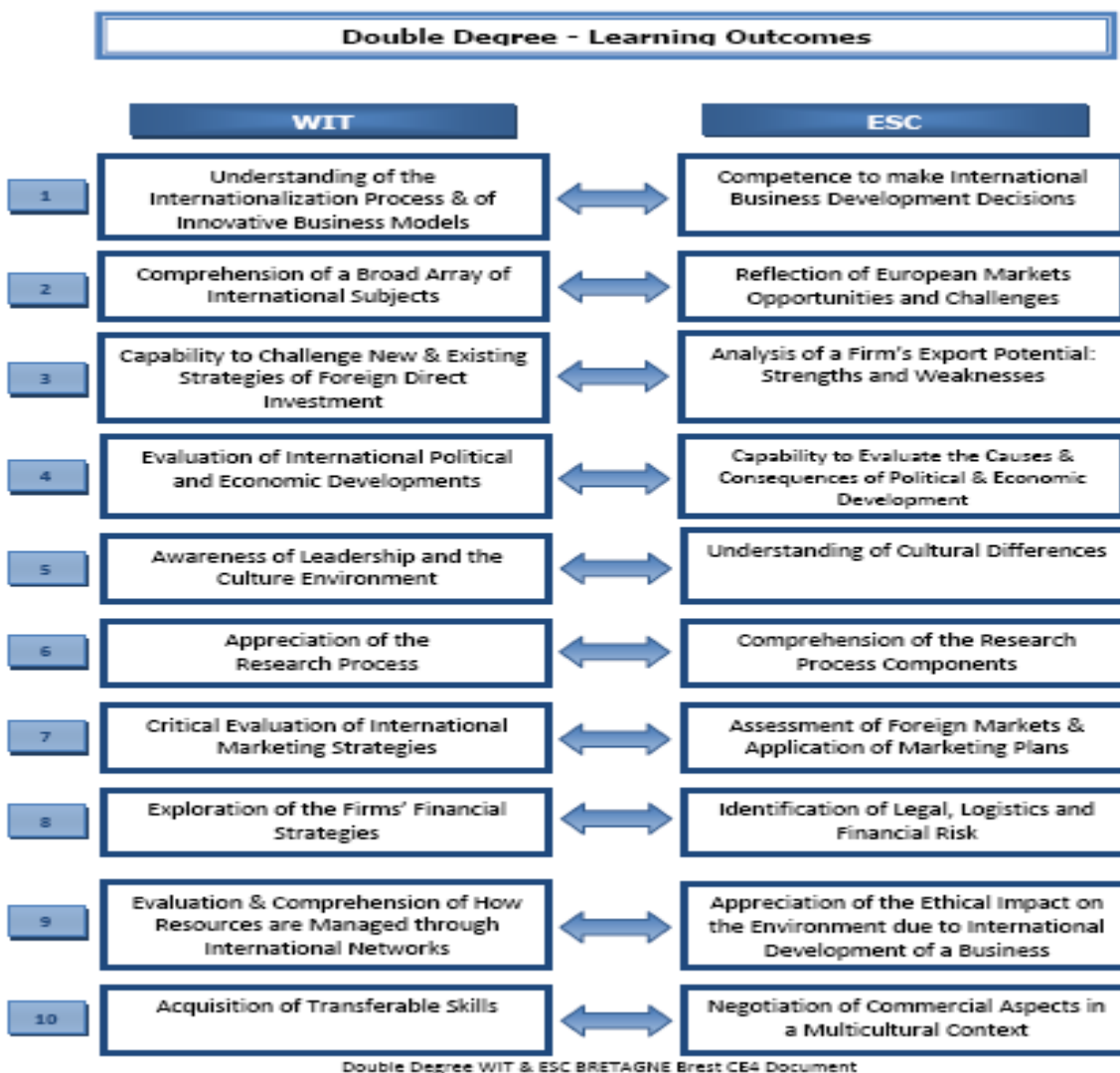
The development of the Double Degree programme with ESC BRETAGNE Brest will enable WIT to enhance both the academic process and learning outcomes of the MBSI programme.

Apart from the many benefits of receiving the award of a Double Degree, WIT students will have the opportunity to study in France with their French colleagues and with students drawn from across the world. The Double Degree will provide the basis for an exchange of ideas, research activity, and student and faculty mobility between the two Institutions.

Course Objectives

Learning Outcomes: MBSI at WIT – MIB at ESC BRETAGNE Brest

The Double degree programme is designed to capture the learning outcomes of both the MBSI at WIT and the MIB at ESC. The diagram below lists the key learning outcomes of each programme – and links them to emphasise the commonality between the two courses.



Upon completion of this programme the learner will be expected to:

1. Demonstrate a systematic comprehension of the internationalisation process, the internal and external challenges to internationalising and a critical evaluation of different business models.

2. Engage in reflective observation across a broad spectrum of subjects, scrutinising and appreciating the norms and inter-relationships of business.
3. Challenge and evaluate new and existing theories, strategies and practices of inward and outward foreign direct investment worldwide.
4. Critically evaluate and appraise the origins, causes and consequences of significant political and economic developments that help mould the shape of the environment for international business.
5. Embrace the international aspects of Leadership and the Culture Environment in a globalised economy.
6. Have acquired a comprehension of the components of the research process, thereby enabling them to undertake both standard and specialised research which will enhance their independent learning and organisational skills.
7. Diagnose, scrutinise and critically evaluate the nature and importance of the different marketing strategies deployed in international markets.
8. Understand strategic actions such as outsourcing, relocation, implementation of change, innovation, merger and acquisitions, international development strategies and to master the financial tools used in a strategic context
9. Learn the concepts and skills related to international strategy in a globalised economic environment and to develop the related management capabilities.
10. Gain a better understanding of the legal, logistics and financial dimensions of international trade and to identify the associated risks and opportunities.
11. Understand the objectives and stakes of international negotiations for firms
12. Reflect on the opportunities and challenges offered by the European markets to understand the new Europe, its challenges and issues to solve to become an international power.
13. Have explored the theoretical and empirical evidence on the financial strategies of firms and comprehend the interconnectedness between investment, financing, governance and financial structure.
14. Analyse and evaluate the international interdependencies of business and comprehend how resources, activities and people are managed through networks.
15. Have developed a thorough insight into the role of creativity and innovation in business.
16. Exercise an assessment of the forces ever present in the complex and dynamic business environment via academic and practitioner presentations.
17. Acquire an extensive set of transferable skills through the critical thinking and independent thought processes that will enhance their own self-awareness and capacity to appreciate learning as a constantly recurring cyclical process.

Achievement of Double Degree Learning Outcomes:

The students who complete the Double Degree programme will be expected to achieve the learning outcomes expected of all business masters students at WIT and ESC BRETAGNE Brest:

- They will be expected to acquire a level of theoretical knowledge and an ability to reflect and apply this knowledge.
- The graduates will acquire a skill base that facilitates them in making learning a lifelong activity and equips them to further pursue their academic careers to PhD level.
- The extensive methodology modules and rigorous dissertation process which the students will undertake will nurture their research skills and literacy to a high level.
- The graduates' communication skills will develop extensively through the many continuous assessment presentations undertaken through the year, each of which will be critically evaluated by the lecturing team.

MBSI Programme Structure

- Leading to the Double Degree Award - MBSI Degree at WIT – and MIB Degree at ESC BRETAGNE Brest, France

	Semester 1	Semester 2	Semester 3
Core International Business	International Strategy	Marketing & IB	Research Papers 1. Advanced Academic Paper 2. Applied Research Paper 3. Applied Interpretivist Paper
	Strategic Finance	International Political Environment	
	International Economic Environment	International Business Negotiations	
	Foreign Direct Investment	Intercultural Environment OR International Business Relationships & Networks	
Professional Development	Seminar Series	Business Development Cases	
	Research Methods	International Study Tour	



Note:

- The International Economic Environment module is delivered by a WIT lecturer in ESC in Brest in France over the course of one week in January - in the company of the MIB students from ESC Brest.
- The International Business Negotiations is delivered by an ESC Brest lecturer in WIT Waterford over the course of one week in May - in the company of the MIB students from ESC Brest.
- The Research Methods Module in Semester 1 is delivered in WIT Waterford by a WIT lecturer – and via video link to ESC BRETAGNE Brest.

Learning from Business Leaders

Open to all postgraduate students in the School of Business, our graduate seminar series is designed to facilitate an in-depth understanding of contemporary aspects of business, management and strategy and their application in practice. On a weekly basis, students have the opportunity to exchange concepts and ideas with real-world practitioners in leading Irish enterprises. The series seeks to include a broad range of speakers, but retains a focus on the core themes of leadership and people, entrepreneurship, strategy, management, finance governance and marketing.

Career Opportunities

The programme will benefit graduates looking for a career in international business. It will also be of interest to entrepreneurial organisations and those setting up new ventures in knowledge-based or high technology industries in international markets.

Applications

- The course is suitable for pre-experience graduates who wish to build on their prior learning and have an aspiration to reach a senior management position.
- Applicants should possess a 2.1 honours degree from a recognised Institution. In keeping with the programme's philosophy we apply a broad definition of what constitutes a business degree.
- Applicants whose first language is not English will need to have the relevant qualification details listed above AND demonstrate English proficiency. Applicants must have one of two English language qualifications - TOEFL/IELTS with a minimum score in TOEFL of 550 or IELTS of 6.5.

Applications

Irish and EU Applicants

Applications for all our programmes are made online through the Postgraduate Admissions Centre (PAC). PAC provides a service for the central processing of applications for admission to 4th level courses in Ireland – see www.pac.ie and click on the link to Waterford Institute of Technology. There you will be able to apply for up to four graduate programmes at WIT.

Deadlines

The closing date for applications is June 10th of the relevant year for entry the following September. However, there is a benefit to applying early (see below). Pac will re-open in July for second round applications but we cannot guarantee applicants a place at this stage. If the programme fills from first round applications in June we will NOT offer places in July.

Early Applications

If you apply before June 10th and meet the entry requirements (i.e. you are currently studying for a specialist business and law undergraduate degree or a general business undergraduate degree with a legal studies major/specialism) but your degree results are still pending then it is likely that we will make you a provisional offer of a place on the programme. This will be subject to you achieving a 2H1 degree or higher in your degree.

Late Applications

Applications after the 10th June will only be accepted subject to available space. Please be mindful that applying in the second round, does not guarantee you a place on your chose programme and the application fee to PAC will still be charged. (Currently €40).

Application Process

Applications for September entry will open in December of the previous year (December 2011 for start in September 2012). You are welcome to apply from December even if you do not know the grade of your undergraduate degree – just write 'pending' in the appropriate space in the application form (www.pac.ie).

Early applications are encouraged and you may be made a provisional offer of a place on the programme. Applications are processed in batches but we do aim to respond to all applications within 2 weeks – this may be longer during peak times. The application fee is €40, payable online. Those students who receive a provisional offer will be required to pay a €500 non-refundable deposit to secure your place once your degree results become known (this is likely to be in late June). If you have a 2H1 then the provisional offer becomes a firm offer and you will need to make a decision, places will not be held indefinitely. You will receive a reminder email from us and have approx 3 weeks to pay the non-refundable deposit, before it is presumed you are not accepting the place. After the final date has

passed, and should you not have accepted the offer, it will be offered to the next applicant on the shortlist.

Those who are subsequently offered places on the programme (applicants between 31 May and 10 June) will be offered places in early July and will also have to pay a €500 non-refundable deposit to secure their place. Late applications and those with 2H2 degrees may be offered places subject to available space. Similarly a €500 non-refundable deposit is required to secure your place. These offers may not be made until August of the year for September entry.

Fees

Irish and EU

The fees for the year 2011/12 are €6,250. These amounts are inclusive of all registration charges/fees.

Non EU

The fees for the year 2011/12 are €9,750. These amounts are inclusive of all registration charges/fees. If you are a Non EU student and you have completed your undergraduate degree at WIT then please contact our international office at WIT, for details on the fee.

Non-EU students who have lived in Ireland for four years or more MAY qualify for EU fees, but each application is dealt with on a case by case basis. You will need to make all relevant documentation available to the finance office on acceptance of any offer.

Fees – Other Items.

- Tax relief is available on fees paid – up to €5,000 at the standard rate
- Subject to means test, you may be eligible for a grant – please contact your local grant awarding authority. If you qualified for a grant as an undergraduate then you may qualify again – this is subject to the grant regulations which are not administered by WIT.
- Mature students (over 23 years) who are long term unemployed may also receive subvention – at the time of writing there were some schemes in place, you would need to contact your local welfare officer.

Fees Payment

- €500 of the fee is paid as a deposit to secure your place on the programme (this will not be due until you have a firm offer of a place on the programme),
- The balance of the fees is due in two equal instalments in September and January of the relevant year.

Programme Structure and Modules

	Credits	Subject Status	Assessment	
			Exam	CA
International Strategy	5	M	50%	50%
Strategic Finance	5	M	50%	50%
International Economic Environment	5	M	50%	50%
Foreign Direct Investment	5	M	0%	100%
Marketing & International Business	5	M	50%	50%
International Political Environment	5	M	50%	50%
International Business Negotiations	5	M	60%	40%
Intercultural Environment*	5	E	0%	100%
International Business Relationships & Networks*	5	E	0%	100%
Seminar Series	5	M	0%	100%
Business Development Cases	5	M	0%	100%
International Study Tour	5	M	0%	100%
Research Methods	5	M	0%	100%
Advanced Academic Paper	10	M	0%	100%
Applied Research Paper	10	M	0%	100%
Applied Interpretivist Paper	10	M	0%	100%
Total	90			

* Elective Subject

Module Detail – Core Internationalisation Modules

Module: International Strategy

Aim

The focus of this module is to develop in the student an in-depth understanding of the Internationalisation Process. Decisions relating to international strategy, competitive advantage, the stage theory of internationalisation, international management and international business relationships will be examined.

Learning Outcomes:

- Have an in-depth understanding of the Internationalisation process.
- Identify appropriate international strategies.
- Demonstrate the nature of international competitive advantage - and issues of sustainability and erosion.
- Demonstrate the nature of international business relationships - and the importance of relationship management.

Module content:

- The Internationalisation Process - core internationalisation concepts - the stage theory of internationalisation - globalisation as a prerogative or context.
- Internal Constraints to Internationalisation - managerial resources and minds-sets - innovation as a driver to internationalisation.
- External Challenges - the global economic context - the international competitive context - the global consumer context - convergence and ethnocentrism.
- International Business Strategy - competitive strategy and strategy options - international expansion - concentration - diversification - competitive advantage.
- The International Organisation - structure follows strategy.
- International Management - relationship management.

Teaching and Learning Strategies:

Lectures, presentations, case studies, readings.

Assessment:

- 50% of the marks which is an individual assignment
- 50% final exam

Module: Strategic Finance

Aim

The aim of this module is to provide a comprehensive exploration of both the theoretical and empirical evidence on financial policies and strategies of both small and larger corporations across their lifecycles.

Learning Outcomes:

By the end of this module the student should be able to:

- 1) Analyse, evaluate and appraise the linkages between the corporate and financial strategy of the firm
- 2) Demonstrate a systematic comprehension of the firm's operations, strategy, governance and financial structure.
- 3) Critically evaluate and appraise the sources of internal and external finance available to the firms, their cost, uses and management
- 4) Comprehend the range of investments undertaken in terms of working capital and in the acquisition process
- 5) Have developed a thorough insight into the interconnectedness of investment, financing, risk/return payoff, corporate governance and financial management practices of expanding enterprises

- 6) Diagnose, scrutinise and critically evaluate the nature and importance of financial restructuring

Module content:

(1) Overview of Strategic Finance-The context of financial strategy-Linking corporate and financial strategies-Financial Strategy and the Lifecycle of the Firm

(2) Agency Theory and Applications-Ownership Structure and Contract Devices Primary Markets-Corporate Governance and Stakeholder Groups-Industry Analysis, Financial Policies and Strategies

(3) Sources of Capital: Equity and Debt-Private Equity and Venture Capital -Initial Public Offerings of Stock and Seasoned Equity Offerings-Dividend Policy and Stock Repurchases-Corporate Liabilities: Lenders and Contract Terms

(4) Investment Decisions-Working Capital Management-Capital Budgeting -Mergers, takeovers and buyouts -International investment issues

Teaching and Learning Strategies:

- Lectures
- Presentations
- case studies
- readings

Assessment:

- 50% of the marks which is an individual assignment
- 50% final exam

Module: International Economic Environment

Aims:

The aim of this module is to:

Apprise the student of the key attributes, trends and likely developments in the international economic environment that are of concern to the internationalised business

Learning Outcomes:

By the end of the module, students should be able to:

- Evaluate the sources, causes and consequences of international economic developments and trends
- Interpret the implications of economic trends for the internationalised business
- Source, validate and apply economic data in order to conduct economic analysis

Module content:

- Indicators of national and international economic performance
- Appraisal of ongoing international economic events: Situation and outlook
- Sources of economic growth and international competitiveness
- Business cycles and economic forecasting
- Fiscal, monetary and exchange rate: problems and policies
- Globalisation and economic integration (trade, FDI, labour migration)
- Current topics of interest (e.g. economic recovery, banking system solvency, euro area periphery economies, currency misalignments in 2010)

Teaching and Learning Strategies:

- Lectures
- Class discussion
- Essay writing, group project work and presentations
- Internet web-casts

Assessment details:

- Two-hour examination at the end of the semester (50%)
- Individual essay – submitted mid-semester (25%)
- Group project and presentation in final week (25%)

Module: Foreign Direct Investment (FDI)

Aims

The course is designed to develop participants' theoretical and practical understanding of Foreign Direct Investment as a vehicle for growth and expansion at the firm, industry and country level. The course equips students with the skills to make critical judgments on the locational strategies used by MNEs and the structural incentives used by Governments to encourage inward investment. The strong emphasis on practical case examples will provide students with in-depth knowledge of the investment climate in specific countries studied. Key elements that will be explored with participants during the course are: theories of Foreign Direct Investment (FDI), key measures used to control or encourage inward investment and the strategies of MNEs.

Learning Outcomes:

By the end of the module, students should be able to:

- Identify and critically appraise policy measures used by host states and regions to encourage foreign direct investment activity
- Describe and evaluate the principle theories and concepts of international trade and FDI
- Recognise and critically analyse the role and influence of MNEs in International Business
- Describe and evaluate the process of internationalisation through FDI
- Analyse the economic development strategies employed by countries and regions in attracting and retaining FDI activity
- Design and develop foreign direct investment strategies and plans for selected countries studied.

Module content:

- **Foreign Direct Investment** - theories, rationale, trends and patterns
- **The Multinational Enterprise** - global competitive strategies, host and home country perspectives, corporate social responsibility
- **FDI and Economic Development** - enterprise policy and strategies, comparative studies, international policy arrangements, regional integration
- **FDI in the EU** - growth and impact, investment and enterprise climate, emerging markets
- **FDI in Emerging World Markets** - key regions; Asia, Latin America, Africa, investment and enterprise climate
- **FDI in the North American Market** - overview of the three nations for outward and inward FDI, investment and enterprise climate.

Teaching and Learning Strategies:

Class participation and involvement in class discussions is actively encouraged through the use of case studies, scenarios, in-class debates and discussion groups and forums. Lectures will be supported by guest speakers, videos/DVDs and video cases. Each student chooses a country for deep analysis and carries their country study through the semester, culminating in an individual report that integrates theory and country-specific policy, incentives and MNE examples.

Assessment Details:

- **Individual Assignment worth 75% of overall grade** - Students prepare an individual 20-page project on Foreign Direct Investment in a country or region of their choice.
- **Group assignment worth 25% of overall grade** - Comparative analysis of two countries FDI and MNE activity through poster or oral presentation.

Module: Marketing and International Business

Aims

The aim of this module is to provide participants with a thorough knowledge of both the strategic and operational aspects of international marketing, knowledge that can then be applied in practical situations. Consequently the emphasis of the course will be on application of acquired knowledge - this is enhanced through the use of live project work.

Learning Outcomes:

By the end of the module, students should be able to:

- Diagnose the elements of the global marketing environment
- Critically evaluate the nature of contemporary developments in international marketing
- Appraise the options for market entry strategy
- Demonstrate appropriate global marketing strategies
- Appreciate the implementation of the global marketing programmes
- Evaluate and challenge options for market-led competitive strategy in international markets

Module content:

Introduction to Marketing and the International Business Environment

- Nature of International Marketing
- The Dynamics of International Business
- Global Market Environment Analysis

International Marketing Strategy

- Researching International Markets
- The Bases for Global Market Segmentation
- International Market Choice and Entry Mode Choice

Managing the International Marketing Programme

- Product and Service Decisions
- Pricing
- International Channel Management
- International Promotion

Ethics in International Marketing

- Ethics and Social Responsibility in International Marketing

Teaching and Learning Strategies:

1. Lectures
2. Class and group discussion
3. Live projects & case studies
4. Assigned academic readings
5. Self study

Assessment details:

This course is evaluated as follows:

- End of Module Examination 50%
- Continuous Assessment 50%

Module: International Political Economy

Aims

This module aims to examine the international political and policymaking environment within which business takes place, particularly from a European integration perspective. As 60% of all legislation, and up to 80% of economic legislation, emanates from the EU, the course examines how businesses and interest groups seek to interact with and influence the political dynamic to effect economic and commercial change.

Learning Outcomes:

By the end of the module, students should be able to:

- Analyse and appraise the challenges and opportunities facing the business or firm within the international political environment
- Critically evaluate the challenges and opportunities presented by the multi-level nature of political and economic integration in the EU.
- Assess the strategic options available to businesses and organisations in trying to influence and interact with the institutions of the EU
- Critically evaluate the causes and consequences of political pressures that shape the external environment for international business
- Diagnose the strategic concerns and options in integrating into policy networks at the European and international levels.
- Evaluate the role of the European model of political and economic integration in comparison to other forms of international integration around the globe.

Module content:

- **Institutional Overview**
Balance of power, policy process, theories of integration.
- **European Model of Integration**
EU scope, depth & underpinnings vis-à-vis other forms of regional integration: NAFTA, ASEAN, Mercosur, etc.
- **Enlargement – Widening v. Deepening**
Challenges, opportunities and implications for business of EU expansion into C&E Europe and beyond
- **Financial Framework**
Financing the EU and further integration
- **The Single Market**
Impacts and effects, Challenges for the future
- **Lobbying and interest groups in the EU system**
Policy case studies – how companies and organisations try to influence the EU and its policies and legislation
- **Ireland in the EU**
Political and economic implications; future challenges and opportunities
- **Current Challenges**
Constitutional & Institutional Change, the Lisbon Strategy, etc.
- **The EU in the wider international environment**
The EU's relationship with the US, WTO, etc.
- **The Future of Europe**
After the Lisbon Treaty – Towards a US of Europe or a weaker association of states?

Teaching and Learning Strategies:

- Lecture seminars – emphasis on discourse and analysis, including linking theoretical frameworks to ongoing political developments in Europe and beyond.
- Guest speakers – following on from Seminar Series offered in Semester One, guests have included MEPs, Commissioners, national politicians and EU officials.
- Learning is supplemented and complemented by the International Study Tour to Brussels comprising visits to the EU institutions and business representative groups (IBEC, IFA, etc.)

Assessment details:

- 50% Exam
- 50% Group Paper on contemporary political analysis.

Module: International Business Negotiations

Aim

The purpose of this module is to help students understand the objectives and stakes of international negotiation for firms. Negotiation skills are taught and extensively practised through case studies and role-play. International trade negotiation tools such as Incoterms, pricing structure and payment methods are integrated in the cases to be studied. This module will be delivered by Mrs Gaëlle Ulvoas (ESC BRETAGNE Brest) for all registered students in an intensive week of seminars hosted by WIT, Waterford. The module will be scheduled to run at the end of Semester two and will be a common module between the MBSI programme at WIT and the MIB programme at ESC BRETAGNE Brest,

Learning Outcomes:

1. Understand the stakes of international customer relationship management and the role of negotiation
2. Gain very good command of negotiation techniques and apply them to various international business cases
3. Develop the necessary abilities and skills to successfully negotiate and build profitable customer/provider relationship at the international level.

Module content:

1. Introduction to international negotiation
2. Negotiation – Introductory level
3. Negotiation – Intermediate level
4. Negotiation – Advanced level
5. International Negotiation
6. Building client loyalty

Teaching and Learning Strategies:

1. Lectures
2. Case studies
3. Supervised sessions

Assessment:

Class Exam: 60 % (final negotiation – role-play): 60%

Methods of assessment: evaluation of negotiation skills through role-playing

Continuing student assessment: 40% (preparation of case studies), Session 8: 20%, Session 13: 20%

Important: some sessions will require preparatory work that will be turned in for the instructor to assess without marking. Insufficient quality of the preparatory work will lead to “minus points” (up to 10 points per session) that will be deducted from the final grade (ex : if minus point is -10 and the average of S8+S13+S15 is 90/100, the final grade will be 80/100).

Module: Intercultural Environment (Elective)

Aim

This module will focus on the intercultural dimension of internationalisation. Theories of cultural patterns and intercultural communication will be analysed and applied to the international business environment and to intercultural negotiations. There will be a strong emphasis on meaningful communication with people from other cultures.

Learning Outcomes:

- Analyse the nature of culture and apply intercultural principles to international business and communication with people from other cultures.
- Apply the knowledge, skills and attitudes necessary for successful communication in a multi-cultural environment.
- Critically evaluate his/her own and others' social identities, to enable him/her to evaluate the perspectives and practices in different social groups.
- Critique theories of cultural patterns and dimensions of intercultural differences in the international business environment.
- Appraise the impact of cultural differences on international business negotiations, and have the ability to operate successfully within the constraints of international interaction.
- Interpret cultural differences in a diverse workforce and recognise how to use them creatively to maximize competitive advantage.

Module Content:

- Cultural identity based on subjective and objective criteria
- Characteristics of multi-cultural communication styles.
- Impact of cultural forces on own and other cultural identity
- Application and critical analysis of cultural patterns of own and other culture
- Obstacles to Intercultural Communication (Ethnocentrism, Stereotypes, prejudice and racism)
- Non-verbal communication and meaning of time and space
- Migration trends in Ireland
- Management of Diversity in organisations

Teaching and Learning Strategies:

- Documentary and film
- Pair or group presentations
- Interactive seminars
- Documentary and film

Assessment:

- 50% Academic Essay or Report
- 50% Presentations

Module: International Business Relations and Networks (Elective)

Aim

This module focuses on understanding the international interdependencies of businesses and the inherent complexities involved in structuring and managing a portfolio of differing inter-organisational relationship types; specifically, the module examines how resources, activities and people are managed through networks. Through the simulation game employed in the teaching methods of this module, students obtain knowledge and skills relating to: (1) the interpersonal dynamics involved in developing and maintaining inter-organisational relationships, (2) the fundamentals and organisational interdependencies of marketing, distribution, human resources, finance and accounting in an international business context, and (3) working in teams.

Learning Outcomes:

1. Understand the social and structural characteristics of relationships and networks.
2. Critically evaluate network and relationship positions of organisations/industries.
3. Develop and apply relational and network based decision models to organisations.
4. Obtain the knowledge and skills to manage inter-organisational relationships.
5. Appreciate the fundamentals of a firm's inter-departmental interdependencies.
6. Enhancement of students': problem-solving, critical thinking, teamwork, negotiation, and social skills.
7. Critically reflect and assess student's own work and the work of others.

Module Content:

- Supply Chain and channel management.
- Stages of developing and maintaining international business relationships.
- Role of key variables in developing and maintaining international business relationships.
- Network theory, Internationalisation Process Model, IMP Interaction Model, and Social Exchange Theory.
- International differences impacting B2B relationships.
- Generic skills transfer: negotiation, teamwork, critical thinking, problem-solving, and social skills.

Teaching and Learning Strategies:

- Self-directed learning.
- Cooperative learning/peer tutoring.
- Problem-based learning.
- Pre-class preparation of readings and problem-based case studies for group and class discussion.
- Team-work involving individual and peer-to-peer learning.
- Facilitation and mini-lectures (as appropriate).
- Simulation game.

Assessment:

100% continuous assessment

Module: Seminar Series

Aims:

The aim of this module is to facilitate an in-depth understanding of contemporary aspects of business and management, and their application to practice. As such, seminars are presented by leading academics and practitioners to develop further the managerial and professional skills necessary for business. The focus of this module will be applying concepts and ideas to real-world examples. It is intended that discussions will go beyond the material presented by guest speakers to explore the ideas and examples contributed by class members. There will also be an expectation that students will draw from knowledge they have gained from prior/current academic and work experiences and, from concurrent courses on both the MBS and MBSI programmes.

Learning outcomes:

By the end of this module students should be able to:

1. Critically appraise the insights garnered from the various practitioners and academic presentations over a range of topic areas
2. Demonstrate an understanding of a broad range of theoretical and practical ideas and concepts raised in the seminars
3. Assess the interconnection between the key contemporary business issues influencing managers in the environment
4. Select and defend a suitable topic of their choice from across the seminars on which to write a literature review
5. Reflect on the learning process from the exposure and engagement with the visiting speakers

Content:

The seminars sessions will be presented on thematic areas covered within the programme. These may include, but are not limited to: leadership, entrepreneurship, strategy, marketing, human resources, economics, finance and social awareness.

It is envisaged that the seminars will be highly interactive in their approach. The guest speaker will ordinarily present for 45-50 minutes followed by 15 minutes for questions and answers.

Teaching and Learning Strategies:

- Presentations
- Self-directed techniques

Assessment details:

Individual Paper (reflective piece- 40% of marks)

Group Paper (literature piece- 60% of marks)

Module: Business Development Cases

Aims

The aim of this module is to address, analyse and critique the issues critical to the area of Business Development – including:

- Dynamic capabilities for change
- Integrating and re-configuring capabilities
- Knowledge management
- Quality management
- International expansion
- Creating and sustaining competitive advantage in a national and international context.
- Evaluating the processes of business development and growth.
- Critically analysing the importance of business development to the continuity and success of an organisation.
- Critically assessing the development and implementation of a variety of business models - in a national and international context.
- Strategies for Business Development - multiple mechanisms for internal venturing; integration of internal and external venture strategies
- Out-sourcing and Business Development in mature industries - linking out-sourcing to business strategy - licensing - strategic alliances - contracting issues.
- International business relationships.

Developing Skills: Thinking Performer

- Research skills
- Critical thinking and analysis
- Dealing with ambiguity
- Cross-functional skills
- Team working skills
- Influencing skills
- Negotiation skills
- Decision making
- Report writing skills
- Presentation skills

Learning Outcomes:

By the end of the module, students should be able to:

- Identify and analyse some of the most important issues confronting contemporary managers in the field of business development.
- Evaluate the processes of business development and growth.
- Critically analyse the importance of business development to the continuity and success of an organisation.
- Critically assess the development and implementation of a variety of business models - in a national and international context.

Module content:

- Dynamic capabilities and Business Development - the importance of dynamic capabilities in enabling a company to build, integrate and re-configure capabilities required for international expansion and strategic adaptation.
- Strategies for Business Development - multiple mechanisms for internal venturing; integration of internal and external venture strategies
- Entrepreneurial Market Entry and Competitive Advantage - strategies for market entry and exit - replication strategies - patching strategies
- Out-sourcing and Business Development in mature industries - linking out-sourcing to business strategy - licensing - strategic alliances
- Creating and sustaining competitive advantage -in a national and international context.

Teaching and Learning Strategies:

1. Lectures
2. Seminars – Forums
3. Case Studies
4. Journal Articles
5. Videos
6. Guest Speakers
7. Self Directed Techniques

Assessment details: Three Elements

1. Write a case study - 60% of total marks.

- Focus of this project is a professional written document
- Essentially each student is writing a case study
- Publication may be an option

- Requirements:
- Select an Industry –
- And Select an Organisation within this industry.
- Research the chosen Industry and Organisation using secondary - and if possible – primary sources.
- Critically assess the competitive structure of the industry – and the competitive posture of your chosen organisation.

Industry Analysis: Critically assess-

- Business Models of the key players in the industry
- Innovation profile :
 - product / process innovation
 - creative thinking evident in the industry
- Competitive Structure:
 - relative market shares
 - retrenchment/shake-out/consolidation
- M+A activity
 - Global Expansion – BRIC Countries + Germany
 - Future Direction of the Industry

Company Analysis: Critically assess company –

- Business Model
- Revenue Model
- USP – Competitive Advantage
- Innovation profile
- Position in the industry
- Future Development
- Chances of success / survival

Write up:

- Profession report
- Harvard Reference technique
- Title page to include names and photos of each member of the group
- Word Count: substantial document required – minimum 5,000 words

2. Weekly Group Case Analysis and Presentations

- 30% of total marks

- Each group issued with a case study from case study pack.
- Group required to:
 - Analyse the case
 - Research the issues surrounding the case
 - Find out what has happened since the case was written
 - Present their findings in a formal document
 - Present their work to the class in a formal presentation – one / two groups per week

3. Contribution / Attendance

- 10% of total marks
- Students required to attend all sessions.
- Students required to participate in all sessions.
- Students required to hand up a one page summary of their recommendations for each weekly case study – at the start of every lecture.

Reading:

- Text books as per course outline.
- Additional academic articles reading pack will be provided
- Case study pack will be provided.

Module: Research Methods

Aims

The aim of this module is to:

- To enable learners acquire an understanding of the components of, and alternative approaches to, the research process.
- To equip students with the knowledge and skills required to prepare a research proposal.

Learning Outcomes:

By the end of the module, students should be able to:

1. Access and critically evaluate the literature in regard to both the research topic and the methodology deployed
2. Select a research topic and justify what contribution the study could make
3. Understand the characteristics, merits and drawbacks of alternative research designs
4. Clearly articulate research objectives
5. Construct an appropriate research design strategy for the proposed research
6. Present and defend a detailed and feasible research proposal on a specific topic of interest

Module content:

1. Research introduction: definitions, modes, processes and output
2. Research requirements: skills, ethics and conventions
3. Selecting a research topic: problem definition
4. The components of an effective research proposal
5. Alternative approaches to research: assumptions, process and practice
6. Constructing a literature review
7. Quantitative research: process and applications
8. Qualitative research: process and applications
9. Secondary analysis: process and applications
10. Thesis composition: writing, structure and evaluation

Teaching and Learning Strategies:

- Lectures
- Reviewing extant research literature
- Self-directed techniques

Assessment details:

- 100% Continuous Assessment
- Submission of detailed research proposal

Module: International Study Tour

Aims

The International Study Trip is an extension of and addition to the Graduate Seminar Series module, which is delivered across the taught Masters programmes in the School of Business during the first semester. The aim of the Study Tour, delivered in the second semester, is to facilitate an in-depth understanding of contemporary aspects of international business. Specifically, the study tour provides an awareness and understanding of how business is done internationally and provides an opportunity to test ones understanding of theory and practical ideas and concepts in an international environment.

Learning Outcomes:

By the end of the module, students should be able to demonstrate:

- An awareness and understanding of how business is done internationally.
- An appreciation of how different cultures may affect business decisions.
- An ability to test ones understanding of the theoretical and practical ideas and concepts.

Module Content:

The week long Study Tour takes the learner to the heart of the policymaking dynamic in the EU quarter in Brussels, whilst availing of the strong academic facilities and heritage of the Katholieke University Leuven and the Institute for Ireland in Europe. The Tour consists of a series of lectures by leading academics, presentations by senior Irish business representatives from, among others, IBEC and the IFA, meetings with senior Irish and European politicians including MEPs and European Commissioners, and a visit to an internationally-oriented enterprise in Belgium. Students actively analyse and reflect on their experience and will be part-assessed whilst on Tour.

Teaching and Learning Strategies:

The unique nature of the Study Tour incorporates innovative teaching and learning strategies, from which the student benefits in the following manner:

- By incorporating in the region of 70-80 graduate students from different disciplines – marketing, international business, economics and finance and corporate administration – the International Study Tour provides the opportunity for group integration and learning outside of their normal classroom environment. By providing a learning network from these different disciplines, the Tour should serve as a valuable opportunity to provide a unique educational experience, in the Irish context, at the graduate level.
- By exposing our students to similar level students at the Katholieke University, it will further provide them with the opportunity to integrate their learning with international colleagues and provide potential opportunity for future collaboration on both academic and research projects.
- By giving them the opportunity to make presentations on case studies in an international setting provides valuable experience not normally available to taught masters programmes in the Irish educational context.
- By exposing them to the operations of enterprises in an international arena, it shall provide the opportunity to compare and analyse organisational practices which would not otherwise be possible in an Irish setting.
- By exposing them to the institutions of the European Union and representative lobby groups, it enables them to acquire a greater understanding for the importance of the Single European Market, supranational policymaking and its effects on Irish and international business. This exposure alone is a valuable experience for the graduate of business.

Assessment details:

The assessment consists of two elements

- An individual reflective piece where students must actively analyse their cultural and professional exposure during the Study Tour in conjunction with their programme of study and wider career ambitions. (40%)
- A multidisciplinary group project where students interact with learners across the MBS streams to critically analyse and present, in a foreign setting, on a given topic. (60%)

Research Paper #1 Advanced Academic Paper

Aim

This module requires students to undertake an extensive and intensive literature search and to prepare a conceptual paper for an explicitly targeted academic journal. While the choice of topic depends on the researcher's interests, the paper must address an issue or problem in a highly rated business journal.

Learning Outcomes:

- Demonstrate an ability to conduct academic research and a familiarity with the appropriate skills required
- Organise research data and present it within a coherent, rigorous and analytical framework
- Provide a theoretical rationale for the dissertation and make appropriate connections between theory and method
- Present a well-argued and integrated conclusion which relates research findings in the literature to the hypotheses and theoretical foundations of the project
- Selected, develop and defend a specific paper topic
- Written a focused and critical review of management literature
- Formulated research objectives and/or hypotheses
- Evaluate and critique existing literature highlighting gaps and points of contrast

Module Content:

- Diverse and multidisciplinary seminars providing an appreciation of the cutting edge issues of entrepreneurship studies
- Open forum and interactive seminars leading to debate
- Academic paper supervision effected in smaller tutorial groups in semester 2 involving:
 - Selecting a topic and a research paradigm
 - Broad awareness of contemporary issues in entrepreneurship, technology, management and innovation research
 - Substantial study of relevant literature clear identification of an issue, preferred method approach and a research site where preliminary investigation can begin

Teaching and Learning Strategies:

- Lectures and Master class Series
- Independent Reading
- General Business Reading
- In Class Discussion
- Peer group review of research in progress facilitated by the module facilitator
- Presentations of ongoing research

Assessment:

100% continuous assessment:

- Academic paper
- Oral presentation

Research Paper #2 Applied Research Paper

Aims

This module prepares students to undertake quantitative research methods in an applied business context. The student will develop extensive knowledge and comprehension of both the role and usage of quantitative research methods with a view to the appropriate application of same in a relevant and substantial business area. Particular focus will be placed on use of

Quantitative methods to enable enhanced decision making. Furthermore, it is paramount that students consider broader issues implicit in the use of quantitative methods in the modern business environment. Practical Application of SPSS will feature in this module.

Learning Outcomes:

1. Assess and evaluate the strengths and weaknesses of quantitative research methods in business development.
2. Display consideration of the relevant factors in the application of appropriate models and techniques employed in quantitative research methods from design through to collection and analysis.
3. Demonstrate the ability to discern in relation to ethical and social aspects of data collection and analysis.
4. Evaluate and apply findings from collected data and assess implications for the business context.
5. Design a complete research project which demonstrates key concepts, methods and principles of quantitative research.
6. Evaluate and critique their own work and that of other students.
7. Demonstrate the capability to statistically analyse all pertinent findings.

Module content:

Indicative Content

1. Quantitative methods in the overall research process
2. Quantitative research design - options and considerations
3. Prerequisites and approaches to data collection
4. Data verifiability and validation
5. Data analysis methods
6. Analysis presentation and summarising
7. Using quantitative research methods for a mixed methodology

Teaching and Learning Strategies:

1. Lectures
2. Independent Reading
3. General Business Reading
4. In Class Discussion
5. Group Based Project Work
6. Presentations
7. Facilitated peer review
8. Lab Classes

Assessment details:

Two hour exam - plus one piece of continuous assessment
or no exam and two pieces of continuous assessment

Research Paper #3 Applied Interpretivist Methods (AIM)

Aims

This module requires students to undertake a significant interpretivist research project of commercial use. In doing so, it aims to enable students to develop a critical understanding of interpretive research, and competence in the planning and execution of such research. Whilst requiring students to confront questions of methodology, as a dissertation module the primary focus is on method: students will conceive, design, collect data, analyse and generate theory in and around a research issue of particular interest to them, and one which rigorously employs interpretivist methods of enquiry to produce insight, understandings and meanings of use to industry. Specific emphasis will be placed on the centrality of the researcher in the research, ethical issues in interpretive enquiry exploiting the new enabling technologies (collaborative technologies- such as wikis, flickr, social networking).

Learning Outcomes:

By the end of the module, students should be able to:

1. Demonstrate an ability to conduct academic research and a familiarity with the appropriate skills required
2. Organise research data and present it within a coherent, rigorous and analytical framework
3. Provide a theoretical rationale for the dissertation and make appropriate connections between theory and method
4. Have a thorough understanding of business processes and their contribution to customer fulfilment
5. "Present a well-argued and integrated conclusion which relates research findings to the hypotheses and theoretical foundations of the project
6. Integrate the management of consumer/user insight, marketing, management, design, and manufacturing functions of the firm in creation of products, services, ideas and experiences.
7. Design a research project with due regard to the opportunities and limitations afforded by methodologies and the complexities of given situations and be able to justify their designs
8. Demonstrate understanding of methodological principles through choice of appropriate research techniques in the light of complex problems
9. Read, understand and produce a critique of research papers and reports that have used qualitative approaches
10. Evaluate their own research critically in order to improve it

Module content:

1. Philosophical traditions- Interpretive methodologies and their location within research paradigms
2. Approaches to research design including case study, ethnography, life history research, principles of grounded theory, action research, hermeneutics, discourse analysis, documentary analysis
3. Methods of data collection, analysis and presentation
4. Criteria of judgement in interpretive research such as credibility, conformability, coherence, completeness, trustworthiness and transferability
5. The place of qualitative and quantitative data in interpretive research
6. The central place of the researcher in interpretive research, and notions of subjectivity and reflexivity
7. Ethical and political concerns in different interpretive approaches
8. Techniques and sources: Interviewing, Observation, Questioning, Dialogs, Documenting, Photographing, Videoing and Others
9. Analysis and critique: possibilities of analysis: deconstruction, grand narrative,

microstoria, network methods, intertextuality, causality, narratives and theme.

Teaching and Learning Strategies:

- Lectures and Masterclass Series
- Independent Reading
- General Business Reading
- In Class Discussion
- Peer group review of research in progress facilitated by the module facilitator
- Presentations of ongoing research
- Poster Presentation

Assessment details:

- Research Paper 85%
- Poster & Viva Presentation 15%

Facilities

Computing Facilities

Computing Facilities have been allocated to business postgraduate students on the second floor of the library. For those using laptops, you can access the internet in the library, lecture room and common areas via WiFi

Meeting Rooms

D02 and D25 are meeting rooms at your disposal. These rooms can be used for project meetings and private study. Both rooms have Wifi access and swipe card security access on this door. Room AT123 is also a meeting room.

Library

The Library is located on the main campus. Business postgraduate students are allocated a dedicated space in the library. The library web page has many useful databases which will be invaluable when completing your theses. The Institute has subscribed to a range of software packages designed to help in the analysis of data- SPSS, Minitab, Nvivo and these will be made available to participants. The library has an impressive supply of management, marketing, economics, finance and human resource related texts, periodicals, handbooks and journals. Some additional texts will be required to cover the core subject areas. The Institute has subscribed to a number of online databases, which are available through the library web page. These databases include *Science Direct*, *Infotrac*, *Business Source Premier*, *ABI Inform and Lexus Nexis*. The School has also subscribed to *Thompson OneBanker*, a very substantial database of on-line financial and economic data. This is an invaluable resource for gathering data for dissertations or project work.

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International Office

International applicants should contact the WIT International Office in the first instance:

<http://www.wit.ie/International/Contact/>

Location and Maps

Main Campus Map

Waterford Institute of Technology Main Campus Map



Waterford Institute of Technology
 INSTITIÚD TEICNEOLAÍOCHTA PHOR LÁIRGE
www.wit.ie

Waterford



Testimonials



1. Leanne Bowe

Bachelor of Business Studies – Economics and Finance Stream (2004)

Masters in Business Studies in Internationalisation (MBSI) (2005)

“In my business career, I draw significantly upon on my education because we dealt with many aspects of international business and cross-cultural communications”. Leanne has great memories of her time in the School of Business at WIT and cites the example of the help and encouragement she received from all her lecturers and tutors, especially during her post graduate studies. Leanne has recently returned from Finland where she worked in a marketing role with Irish Distillers. The job was secured via the Export Orientation Programme (EOP) run by IBEC - and further illustrates the close bonds between the WIT School of Business and local, national and international business.



2. Karen Carpendale

Bachelor of Business Studies – Marketing (2008)

Masters in Business Studies in Internationalisation (MBSI) (2009)

My personal experience at WIT has been a very memorable one, where I have made great lifelong friends with both students and lecturers. I spent four years studying the BBS programme before deciding to proceed to the MBSI course. I had always wanted to proceed to a Masters, but what really gave me the push was the competitive nature of the job market. Upon completion of the MBSI programme, I realised I had gained even more experience than I initially thought. The course not only gave me a good knowledge of areas I had never studied before - like The Political Environment and Foreign Direct Investment - but it substantially improved my organisation, presentation and management skills. I am now currently working in the Private Clients world of Investment Banking and my plan is now to further my professional education by proceeding to study as a Business Researcher. Do not stop your education at primary degree level. Take the opportunity to consider the MSBI course. I know I'm glad I did as it has paved the way to a successful career.

FAQ's

ELIGIBILITY

➤ ***What are the standard MBSI entry requirements?***

Applicants are required to have a 2.1 honours degree (average 60%). The degree should contain a significant number of business modules.

Applicants will also be required to have a proficiency in English.

➤ ***Can I apply to the MBSI with a qualification that is business - but with a major in another area (management, human resources....)?***

Yes. The programme is open to all applicants with a Business degree – or a degree with significant business elements.

➤ ***Do you accept applications from graduates of other colleges?***

We actively encourage non-WIT graduates to apply. All applications are treated equally without discrimination. Up to 50% of the class group have an undergraduate degree from another institute but no quotas apply. Historically there has been no difference student performance based on the location of their undergraduate degree.

➤ ***What if I am not eligible to participate in the MBS in Internationalisation programme?***

Even if you are not currently eligible to participate in the MBS in Internationalisation you have the option to apply for one of our other postgraduate programmes, details of which are available on request.

APPLICATION PROCESS

➤ ***How do I apply?***

Applications are made online to the Postgraduate Application Centre (PAC). Apply at: www.pac.ie If you are having difficulty making the application, you can contact the School of Business via email (graduatebusiness@wit.ie) and we will endeavour to help you with the application process.

➤ ***When do I apply?***

Applications open in December for the following September entry. You are welcome to apply once applications open. Early applicants may be made provisional offers (provisional on achieving a 2H1 degree). The closing date for applications is 10th June. We would be pleased to consider application related queries at any time throughout the year.

➤ ***Where do I send my application?***

We only accept applications through the online PAC system (www.pac.ie). These are sent automatically to Department of Graduate Business. You will receive a confirmation of your application to the email address specified in your online application.

➤ ***Can I speak to someone about the application process?***

Please contact the Programme Director: Mr Declan Cahill, email: dcahill@wit.ie or telephone 051-845616, or alternatively Ms Jackie Murphy in the Department of Graduate Business, email: graduatebusiness@wit.ie or telephone 051-302424.

➤ ***Will there be an interview as part of the application process?***

Students who may be required to undertake an interview as part of the process are:

- Students whose first language is not English
- Applicants who do not have the minimum entry requirement of H1 or 2H1 award at degree level

Participation on the programme is partly dependent on a satisfactory performance at the admission interview.

➤ ***When will I hear if my application is successful?***

- If you applied early (before end of May) and received a provisional offer (provisional on achieving a 2H1 degree), then it is your responsibility to inform us of your degree results once they become available. If you achieved a 2H1 then the provisional offer will become a firm offer. You will then have approximately 2 weeks to accept the firm offer by paying a €500 non-refundable deposit.
- If you applied before 10th June a general round of offers will be made in early July. You will then have approximately 2 weeks to accept the firm offer by paying a €500 non-refundable deposit.

Late applications will only be considered subject to available space, a final round of offers will be made in late August. You will then have approximately 1 week to accept the firm offer by paying a €500 non-refundable deposit. However, leaving your application until July – August is not recommended as it is most likely we will be unable to offer you a place on the programme.